

2014/2015 ANNUAL REPORT



Januarie 2016

CONTENTS

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1	MAYOR’S FOREWORD	1
1.2	EXECUTIVE SUMMARY	4
1.2.1	MUNICIPAL MANAGER’S OVERVIEW	4
1.2.2	MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW	8
1.2.3	SERVICE DELIVERY OVERVIEW	10
1.2.4	FINANCIAL HEALTH OVERVIEW	10
1.2.5	ORGANISATIONAL DEVELOPMENT OVERVIEW	13
1.2.6	AUDITOR GENERAL REPORT	13
1.2.7	STATUTORY ANNUAL REPORT PROCESS	18

CHAPTER 2 – GOVERNANCE

2.1	INTRODUCTION	19
2.2	POLITICAL AND ADMINISTRATIVE GOVERNANCE	19
2.2.1	INTRODUCTION	19
2.2.2	POLITICAL GOVERNANCE	19
2.2.3	ADMINISTRATIVE GOVERNANCE	21
2.3	INTERGOVERNMENTAL RELATIONS	23
2.3.1	NATIONAL INTERGOVERNMENTAL STRUCTURES	23
2.3.2	PROVINCIAL INTERGOVERNMENTAL STRUCTURES	23
2.3.3	DISTRICT INTERGOVERNMENTAL STRUCTURES	23
2.4	PUBLIC ACCOUNTABILITY AND PARTICIPATION	23
2.4.1	PUBLIC MEETINGS	23
2.4.2	IDP PARTICIPATION AND ALIGNMENT	27
2.5	CORPORATE GOVERNANCE	27
2.5.1	OVERVIEW	27
2.5.2	INTERNAL AUDIT	27
2.5.3	RISK MANAGEMENT	28
2.5.4	ANTI-CORRUPTION AND FRAUD	28
2.5.5	PERFORMANCE-, RISK- AND FINANCIAL AUDIT COMMITTEE	29
2.5.6	SUPPLY CHAIN MANAGEMENT	29
2.5.7	BY-LAWS	30

2.5.8	MUNICIPAL WEBSITE- CURRENT YEAR	31
2.5.9	PUBLIC SATISFACTION ON MUNICIPAL SERVICES	31
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE		
3.1	KPI'S AND TARGETS FROM THE IDP FOR 2014/2015	33
3.2	BASIC SERVICES	42
3.2.1	WATER SERVICES	42
3.2.2	SEWERAGE SERVICES	47
3.2.3	ELECTRICITY DISTRIBUTION	51
3.2.4	REFUSE REMOVAL	61
3.2.5	HOUSING	65
3.2.6	FREE BASIC SERVICES AND INDIGENT SUPPORT	68
3.3	ROAD TRANSPORT	70
3.3.1	PROCLAIMED ROADS, STREETS AND STORM WATER	70
3.4	PLANNING AND DEVELOPMENT	75
3.4.1	INTRODUCTION	75
3.4.2	PLANNING, VALUATIONS AND BUILDING CONTROL	75
3.4.3	LOCAL ECONOMIC DEVELOPMENT	79
3.5	COMMUNITY AND SOCIAL SERVICES	82
3.5.1	COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES	82
3.5.2	LIBRARIES	87
3.5.3	CEMETERIES	89
3.6	ENVIRONMENTAL PROTECTION	91
3.6.1	OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)	91
3.7	SECURITY AND SAFETY	94
3.7.1	TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)	94
3.7.2	FIRE FIGHTING SERVICES	99
3.7.3	CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)	103
3.8	SPORT AND RECREATION	104
3.8.1	SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS	104
3.8.2	CARAVAN PARK YZERFONTEIN	108
3.8.3	HARBOUR YZERFONTEIN	110
3.9	CORPORATE POLICY AND OTHER SERVICES	111
3.9.1	ADMINISTRATION CIVIL ENGINEERING SERVICES	111

3.9.2	ADMINISTRATION CORPORATE SERVICES	116
3.9.3	ADMINISTRATION DEVELOPMENT SERVICES	121
3.9.4	ADMINISTRATION ELECTRICAL ENGINEERING SERVICES	126
3.9.5	ADMINISTRATION FINANCIAL SERVICES	126
3.9.6	ADMINISTRATION OFFICE OF THE MUNICIPAL MANAGER	136
3.9.7	ADMINISTRATION PROTECTION SERVICES	139
3.9.8	SECRETARIAT AND ARCHIVES	144
3.9.9	MARKETING AND TOURISM	146
3.9.10	STRATEGIC MANAGEMENT	148
3.9.11	INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)	149
3.9.12	HUMAN RESOURCES	154
3.9.13	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES	158
3.9.14	SUPPLY CHAIN MANAGEMENT	161
3.9.15	MUNICIPAL PROPERTY MAINTENANCE	164
3.9.16	TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)	166

CHAPTER 4 –ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1	INTRODUCTION	169
4.2	MUNICIPAL PERSONNEL	169
4.3	MANAGING THE MUNICIPAL WORKFORCE	172
4.3.1	HR POLICIES AND PLANS	172
4.3.2	INJURIES, SICKNESS AND SUSPENSIONS	173
4.3.3	PERFORMANCE REWARDS	174
4.4	CAPACITATING THE MUNICIPAL WORKFORCE	174
4.4.1	INTRODUCTION	174
4.4.2	SKILLS DEVELOPMENT AND TRAINING	175
4.5	MANAGING THE WORKFORCE EXPENDITURE	178
4.5.1	INTRODUCTION	178
4.5.2	EMPLOYEE EXPENDITURE	178

CHAPTER 5 – FINANCIAL PERFORMANCE

5.1	INTRODUCTION	181
5.2	STATEMENTS OF FINANCIAL PERFORMANCE	181
5.2.1	INTRODUCTION	181

5.2.2	STATEMENTS OF FINANCIAL PERFORMANCE	181
5.2.3	GRANTS	185
5.2.4	ASSET MANAGEMENT	187
5.2.5	FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	189
5.3	SPENDING AGAINST CAPITAL BUDGET	189
5.3.1	INTRODUCTION	189
5.3.2	CAPITAL EXPENDITURE	189
5.3.3	SOURCES OF FINANCE	190
5.3.4	CAPITAL SPENDING ON 5 LARGEST PROJECTS	190
5.3.5	BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW	191
5.4	CASH FLOW MANAGEMENT AND INVESTMENTS	192
5.4.1	INTRODUCTION	192
5.4.2	CASH FLOW	192
5.4.3	BORROWING AND INVESTMENTS	193
5.4.4	PUBLIC PRIVATE PARTNERSHIPS	194
CHAPTER 6 –AUDITOR GENERAL AUDIT FINDINGS		
6.1	INTRODUCTION	195
6.2	AUDITOR-GENERAL OPINION (PREVIOUS YEAR)	195
6.2.1	AUDITOR GENERAL REPORTS	195
6.3	AUDITOR-GENERAL OPINION (CURRENT YEAR)	196
6.3.1	AUDITOR GENERAL REPORTS	196
GLOSSARY		198
APPENDICES		200

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1. MAYOR’S FOREWORD



It is my privilege to present the 2014/2015 Annual Report of Swartland Municipality – a municipality that has once again performed admirably despite the continued difficult economic climate as well as the complex social environment in which local government has to operate at present.

Swartland Municipality has once again made good progress towards the fulfilment of its vision of being *a frontline organisation which promotes sustainable development and delivers services effectively and efficiently to all its people by building partnerships with all stakeholders.*

It has not been an easy task, particularly as the frustrations of communities regarding matters over which municipalities have no control, such as the continuous increase in electricity prices well above the consumer price index and grossly inadequate National Government funding for human settlement projects, are directed at municipalities as the sphere of government closest and most accessible to the communities. The Municipality experienced the second highest in migration in the Western Cape, at an annual rate of 4.7%. Population wise ($\pm 118\,000$) Swartland Municipality is now the sixth largest municipality in the Western Cape and the largest in the West Coast District.

According to the independent report on the state of local government finances and financial management issued by Ratings Africa in April 2015, Swartland achieved a sustainability index score of 65% which indicates an improvement on a year to year basis. Swartland's index score is the fifth highest in the Western Cape with Stellenbosch (83%), Mosselbay (80%), Saldanha (71%) and George (69%) taking the first four places.

Swartland Municipal financial sustainability index by Ratings Africa. Last reviewed April 2015

Financial sustainability index	2010	2011	2012	2013	2014
Budget position	51	51	42	49	52
Operating performance	10	9	16	19	27
Liabilities management	67	76	46	51	58
Liquidity management	97	98	99	98	98
Financial stability	63	65	58	61	65
Affordability	68	66	59	59	58
Infrastructure development	49	60	64	68	70
Sustainability index score	61	64	59	62	65

The Municipality counts amongst a very small number of local municipalities that achieved five successive clean audits, namely for the 2010/2011, 2011/2012, 2012/2013, 2013/2014 and 2014/2015 financial years. This achievement is the result of persistent hard work, good management and performance systems as well as healthy financial discipline. The Municipal Manager and his team must get full credit for this.

The Municipality continued to set an example of good and responsible financial management and again performed well in 2014/2015. It maintained the good liquidity levels of the previous year and ended the year with a cash surplus of R19.1 million after the exclusion of non-cash transactions.

One of the most important contributors to a municipality’s financial health is how well its ratepayers and customers pay their municipal accounts. Without adequate revenue, not even the most basic services can be rendered properly, nor can infrastructure such as roads and electricity, water and sewerage networks be maintained or upgraded.

It is a tribute to the integrity and sense of responsibility of Swartland’s ratepayers and users of municipal services that a revenue collection rate of 97.23% of budget could be achieved in 2014/2015 despite the difficult economic conditions. The average collection rate for the previous five years is 97.88%.

These results are the outcome of good financial management and indicative of a good culture of payment. I would like to thank our Ward Councillors for helping to instil this culture of payment in our communities.

The Municipality has done well in terms of basic service delivery. 100% of urban households have access to minimum service delivery levels or above. The only exceptions are backyard dwellers that in some cases do not have formal access to services as well as the 320 erven in Silvertown Chatsworth that are subject to an eviction order from the High Court. In 2012 the average Blue Drop score (water quality) was 95.24% and the average Green Drop score (waste water quality) 72.7%.

The Municipality continued to support registered indigent and poor households in the form of a monthly subsidy on their household accounts to cover the basic fees with regard to sewerage, refuse removal, water and electricity. Indigent households received 50 kWh of free electricity, 10 kl of water per month, free refuse removal per month, free access to sanitation and free rates if the value of the property is less than R100 000.

Vandalism and theft is unfortunately also a growing problem in parts of the municipal area and is costing the Municipality hundreds of thousands of rands annually. The time has come for a major educational drive to address this problem and to convince communities that vandalism is to their own detriment. The assistance and co-operation of Ward Councillors and ward committee members can be invaluable in this regard.

An extensive range of programmes and projects were carried out in the field of social development in 2014/2015. Programmes were implemented according to the five focus areas of the Swartland Social Development Policy and Strategy of 2013, focussing on child facilities/development, youth development, co-ordination and collaboration, access to economy and vulnerable groups (disabled, aged, children, farm workers, women).

Highlights of the year were the Early Childhood Development Forum, who is now empowered to organise their own capacity building sessions. The Thusong Outreach programme brought integrative government services (SASSA, Home Affairs, Labour, Department of Social Development, Department of Agriculture, Health, Department of Local Government, SAPS etc) to all areas in Swartland. As part of the Swartland Social Development Forum, Swartland Municipality reached out to communities in five towns to discuss social problems in depth and devise solutions together with communities. Swartland Municipality was one of the first municipalities to establish a vibrant and active Local Drug Action Committee (LDAC). Some of the successes of the LDAC were an awareness programme on substance abuse suppliers in Darling, a support group in Moorreesburg, prevention programmes in Chatsworth Primary School, regular articles in the local newspaper and a Substance Abuse helpline. To alleviate poverty, 82 people were trained in food gardens in five towns. In terms of youth development 2196 were assisted to access the economy and 206 were placed in various training and job opportunities. Over the June holidays Swartland Municipality funded school holiday programmes in 10 towns and two rural areas for the fifth consecutive year, reaching 6434 children. 427 youth assisted as volunteers.

In respect of job creation, 128 job opportunities were created through the Municipality’s registered Expanded Public Works Programme (EPWP) projects in the 2014/2015 financial year. 158 jobs were also created through the Municipality’s own capital projects (contracts greater than R200 000).

A verification process carried out in conjunction with the Provincial Human Settlement Department showed that at the end of June 2015 there were 16 000 families waiting for

houses.

The target of 368 practically complete structures for the Abbotsdale project was reached at 30 June 2015 while the construction of 300 serviced sites (phase 1) has commenced in February 2015 for Phola Park and an additional of 300 serviced sites will be developed.

The Municipality updated its Integrated Human Settlement Plan and Strategy early in 2014. However, the execution of the plan continues to be hampered severely by the failure of the National Government to meet its obligation in terms of the Constitution to finance municipal housing projects. Communities are often unaware of the National Government's responsibility in this regard and direct their anger about the slow rate at which houses are built at the municipalities.

There is a continuous stream of new arrivals at informal settlements in Swartland and it is often they who are the most militant in their demands for housing.

I would like to conclude by thanking my fellow-Councillors as well as the management for keeping Swartland Municipality at the forefront of service delivery, management excellence and dedication. Thank you also for your loyal support and for remaining positive.

ALDERMAN Tijmen van Essen
EXECUTIVE MAYOR

1.2. EXECUTIVE SUMMARY

1.2.1 MUNICIPAL MANAGER'S OVERVIEW



The operating environment for municipalities has been difficult for several years now and the 2014/2015 financial year was no less challenging than the preceding years. However, I believe that we can once again look back on another good year with some notable achievements. The Municipality performed well overall and detailed information can be obtained elsewhere in this annual report. I would, however, like to highlight the following:

▪ **AUDIT:**

The Municipality has achieved a fifth successive clean audit, which confirms its reputation as one of the healthiest municipalities financially in South Africa. It is also proof of the hard work of management and personnel to meet and maintain high standards at all times. The support of Council to “do the right thing” is indicative.

The Auditor-General's management report issued for the 2013/2014 financial year contains twelve (12) audit findings with recommendations for management to implement action plans for improvement. Two findings related to IT matters, three to the audit of pre-determined objectives, six to the financial audit and one to the IDP. None of the 12 findings had an impact on the audit report. By the end of the financial year, all these findings had been resolved and there were no repeat findings carried over to the 2014/2015 audit. As an illustration of the improvement in audit outcomes, it can be mentioned that the Auditor-General (AG) raised 15 audit findings in 2011 which have been reduced to 12 in 2014 and 3 in 2015.

▪ **FINANCIAL HEALTH:**

The Municipality has completed another year in good financial health, a prerequisite for effective and sustained service delivery. It ended the 2014/2015 financial year with a cash surplus of R19.1 million, after the deduction of non-cash transactions had been taken into account.

A good current ratio of 3.42:1 was achieved (2014 was 3.87:1), which shows that the Municipality ended the year under review in a very liquid position. The ratio for turnover to accounts receivable also came to 6:4, which shows that current assets were double the current liabilities and that the Municipality generated eight times more revenue than what the total amount of its outstanding accounts were.

The 2014/2015 revenue collection rate amounted to 97.23% compared to an average of 97.9% for the previous four years. It once again exceeded the target of 95% and the benchmark of 80% for financial sustainability for South African municipalities. It is proof of a good culture of payment amongst the ratepayers of Swartland, as well as the Municipality's excellent and diligent revenue management system.

Annual Report for 2014/2015

The Capital Replacement Reserve, the cash-backed reserve established to enable the Municipality to finance future capital expenditure, amounted to R100 million at 30 June 2015, compared to R87 million at 30 June 2014.

Outstanding external loans amounted to R137.5 million at the end of the 2015 financial year, compared to R141.1 million at 30 June 2014.

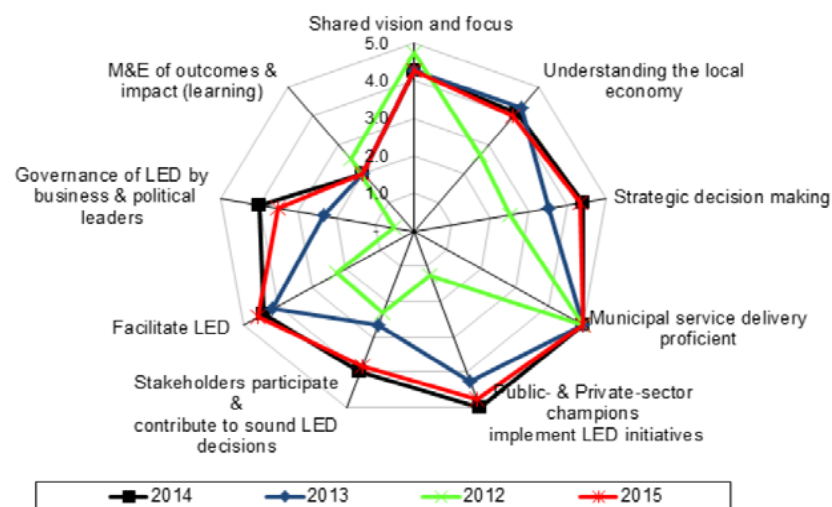
Personnel costs as a percentage of total expenditure amounted to 27.78% in 2014/2015, compared to 28.5% in 2013/2014. This is in line with the national norm of 30% and shows that personnel costs were well under control in the year under review.

Operating income increased by 7.20% from R499.4 million in 2013/2014 to R535.3 million at 30 June 2015. Operating expenditure increased by 7.89% to R516.2 million over the same period.

Operating expenditure versus budget for the year under review amounted to 94.43%, while 85% of the capital budget was spent. The latter is below standard for Swartland municipality, as the average for the previous four years was 100.5%. The below standard spending of the capital budget was a challenge as external funding is often received very late in the financial year. Some of the housing grants were only received in April, which meant that the funds could not be spent by end of June, but the housing projects will be completed by the end of the March 2016 to coincide with the end of the financial year of the Provincial Department of Human Settlements.

■ LOCAL ECONOMIC DEVELOPMENT:

Swartland Municipality received an excellent result on its 2015 Local Economic Development Maturity Assessment as can be seen in the graph below.



In line with Council's strategy to promote local economic development, it adopted a LED strategy in February 2014. This strategy is currently being refined and will be submitted to Council in November 2015. Part of this initiative will be to compile a marketing strategy and implementation plan.

■ SERVICES:

Good progress was made towards the goal of eradicating bucket toilets. However, the target of 100% eradication in the 2015 financial year could not be achieved due to the erection of new informal houses which are situated too far away from the sewer network to be connected. In this regard mention was made of the illegal occupation of 281 structures on privately owned land nearby Chatsworth. The case is sub judice and is presently at the Appeal court.

Electricity losses were reduced to 5.66% in 2014/2015, compared to 5.71% in 2013/2014 and 5.85% in 2012/2013.

During the 2014/2015 financial year 1 km of gravel roads was upgraded to tar and 9 km of tar roads was resealed. Pothole repairs for 2014/2015 amount to 5713m² of roads repaired. A survey of tarred roads under the jurisdiction of the Municipality indicated that 49% of the roads were in a "fair to good" condition.

The five largest capital projects for 2014/2015 were:

- New waste water treatment works for the Riebeek Valley (R40.7 million)
- Energy efficiency and demand side management (R10 million)
- Housing Phola Park / Ilinge Lethu – UISP streets and storm water (R8.1 million)
- Resealing and upgrading of roads and sidewalks (R5.9 million)
- Housing Phola Park / Ilinge Lethu – UISP electricity (R4 million)

Upon application, R10 million was allocated in 2014/15 by the Department of Energy to improve energy efficiency and demand side management of municipal operations (R5 million in 2013/14). For 2014/15 the grant was utilized to retrofit 3203 existing obsolete streetlights with energy efficient LED technology units. The project was completed within the financial year and the actual energy saving was evaluated by an independent measurement and verification specialist. The projected saving achieved based on the independent assessment exceeds the projections to the extent that 1699 000 kWh per annum saving is expected, resulting in approximately R1.06 million saving in electricity purchases annually, in addition to the R0.46 million annual saving already realised as from 2013/14.

■ **PLANNING AND DEVELOPMENT**

A total of 889 building plan applications to the value of R498 million were approved in 2015, compared to 681 building plans plus 392 RDP house plans applications to the value of R340 million in 2014. The average building plan approval timeframe was reduced from more than 70 days in 2009 to 9 days in 2015 on average.

An extensive range of programmes and projects were carried out in the field of socio-economic development in 2014/2015. The focus in 2014-2015 was to reach out to communities together with other government partners in order work hand in hand with communities to solve socio-economic problems. This manifested via the road shows of the Swartland Social Development Forums, the community projects of the Local Drug Action Committee, the community structures established and activated as part of the Rural Socio Economic Programme and lastly the Thusong Outreach programme which brought integrated government services to all towns in the Swartland municipal area. Youth apathy was tackled with job readiness and time management workshops as well as a youth camp to improve communication channels between the municipality’s youth office and unemployed youth. The Early Childhood Development Forum started to arrange their own functions and capacity building sessions and engaged in Early Childhood Development structures on a provincial and national level. Entrepreneurship training was provided in collaboration with government and private sector partners.

Through an established Internal Social Development Committee, the municipality approved a recruitment policy, which requires police checks from applicants who apply for positions where they will work directly with children (aged 0-18) and will have access to children. This shows the seriousness of the municipality to ensure the safety of children by adhering to the Children’s Amendment Act 42 of 2007. Furthermore with assistance of the IT division, the youth office got access to Facebook in order to improve communication with youth through this social media platform. An assessment was completed to determine accessibility of municipal buildings for wheel chair users and gave suggestions for future improvements to facilities.

The Municipality continued with its strategy to assist and support festivals to market the municipal area and stimulate the local economy. These festivals included (but were not limited to) the Kyknet Outdoor Expo, Riebeek Valley Olive Festival and Darling Voorkamer Fest. The Municipality also hosted the level 1 swimming championship. The participation in and attendance of these festivals were good and can be regarded as very successful in meeting their objectives.

■ **IMPROVING ORGANISATIONAL MANAGEMENT AND PERFORMANCE**

The Municipality once again performed well in terms of its Performance Management System and Service Delivery and Budget Implementation Plan (SDBIP), showing that it is a results-oriented organisation. 224 indicators were measured during the year of which 13 were General KPI's in terms of the Municipal Planning and Performance Management

Annual Report for 2014/2015

Regulations of 2001, 46 were indicators from the IDP and 165 were generic indicators of the Municipal Manager and Directors. Out of the 224 indicators 15 (6.7%) were rated higher than 3 on a 5 point scale, 179 (79.9%) were rated 3 and 30 (13.4%) were rated lower than 3. These results are reported on in Chapter 3 of this Report and reasons are given for the indicators that were rated lower than 3.

The following top five risks of the municipality have been identified for which management action plans are indicated in the Risk Register and IDP:

- Insufficient revenue to meet the demand for services
- Expensive and unaffordable services resulting in increase in debt
- Ageing and poorly maintained infrastructure which can result in a collapse in services
- Lack of appropriately skilled and productive staff
- Failure to implement mSCOA – Municipal Standard Chart of Accounts by July 2017 (to be added to the next revision of the IDP).

In July 2015 Council adopted the Policy on Unauthorised, Irregular, Fruitless and Wasteful and Unforeseen and Unavoidable Expenditure. The basic principle of this policy is to place the responsibility for all expenditure relating to a specific vote on a Senior Manager, as the vote holder, within the various Directorates.

A Disciplinary Committee has been established to investigate allegations of financial misconduct in the municipality and to monitor the institution of disciplinary proceedings against an alleged transgressor in terms of the Municipal Regulations and Financial Misconduct Procedures and Criminal Proceedings which became effective from 1 July 2014.

A conservative approach is followed for the attendance of congresses, training and meetings outside the Western Cape. Subjects should be municipal specific or related to the municipal environment and functions. Travelling outside the Swartland area needs prior approval.

The Council continued with phase 2 of its 'rationalisation of by-laws' project during 2014/15 and promulgated either new or revised by-laws (and in some instances applicable policies) in respect of the following matters: Credit Control and Debt Collection; Electricity Supply; Fire Safety; Property Rates; Public Amenities; Roads and Streets; Storm Water Management; Tariffs; Water Supply, Sanitation Services and Industrial Effluent; Air Quality; Transfer of Municipal Capital Assets; Submission of Building Plans; Control of Undertakings that sell Liquor to the Public; Outdoor Advertising and Signage; Pounds.

Financial policies regarding the following specific matters were also adopted by Council in May 2015: Long Term Financial Planning; Funding and Reserve; Debt and Borrowing.

■ **CHALLENGES FOR THE 2015/2016 FINANCIAL YEAR:**

The most important is to maintain the high levels of service delivery which have become a hallmark of this Municipality while at the same time keeping it affordable for our ratepayers and users of services in the continued difficult economic climate.

The presence of informal settlements continues to impact on the percentages of households that could not be provided with minimum levels of service, often because they were inaccessible or situated too far from bulk infrastructure services to be connected.

In the near future the West Coast District Municipality may have to transfer its water infrastructure to Swartland Municipality and the other two B municipalities (Bergrivier and Saldanha Bay). The two main concerns that arise with the concurrence of the banking institutions is the transfer of an external loan amounting to ±R70 million from WCDM to Swartland as well as future implications of maintaining the transferred assets (infrastructure). A major concern is that the scenario above might weaken Swartland's ability to take up future loans to finance future capital projects. Swartland budgeted R42 million in external loans for water service capital projects in the 2015/16 MTREF period.

There appears to be a growing unhappiness with regard to housing matters especially with the implementation of the new age limitation of 40 years. The challenge will be to improve the community's understanding of the responsibilities of the various spheres of Government with regard to the provision of housing as well as certain basic services. Ward Councillors as well as Ward Committee members have an important role to play in this regard.

■ **IN CONCLUSION:**

I am pleased to report that the management team of the Municipality is well settled and that my team and I could rely on a loyal and hard-working personnel corps in the year

under review. I would therefore like to thank all for having helped to make 2014/2015 another success.

I would again like to thank Council, and in particular the Executive Mayor, the Executive Deputy Mayor, the Speaker, the Mayoral Committee and Council members for their support and positive leadership. This has helped to create an environment in which my team and I could stay focused on service delivery and overcoming difficult challenges that came our way.

Joggie Scholtz
MUNICIPAL MANAGER

1.2.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

(a) Population Details (2011 Census)

Age Category	Male	Female	Total
Age: 00 - 04	5 257	5 105	10 362
Age: 05 - 09	4 562	4 581	9 143
Age: 10 - 19	9 026	9 354	18 380
Age: 20 - 29	11 273	10 967	22 240
Age: 30 - 39	8 613	8 268	16 881
Age: 40 - 49	7 956	7 877	15 833
Age: 50 - 59	5 095	5 364	10 459
Age: 60 - 69	2 994	3 306	6 300
Age: 70 +	1 696	2 468	4 164

(b) Households and poor households (Current Year)

Total Number Of Households	Housholds Earning Less than 2X State Pension Grant +10%
19 086	8 173

(c) Socio Economic Status

Year	Housing backlog as proportion of current demand	Unemployment Rate	Proportion of households with no income	Proportion of population in low-skilled employment	HIV/Aids prevalence	Illiterate people older than 14 years
2011 (Census)	0.00%	12.73%	10.45%	36.40%	1039	22.00%

(d) Overview of Neighbourhoods within Swartland (2011 Census)

Town	Households	Population
Abbotsdale	924	3 762
Chatsworth	679	2 326
Darling	2 800	10 420
Grotto Bay	94	220
Kalbaskraal	659	2 411
Koringberg	317	1 214
Malmesbury (Ilinge Lethu)	4 161	13 671
Malmesbury (Wesbank)	2 536	11 861
Malmesbury (Rest)	2 776	10 365
Moorreesburg	2 578	7 760
Rosenhof	1 120	5 117
Riebeek-Kasteel	1 345	4 760
Riebeek West	1 143	4 605
Riverlands	427	1 726
Yzerfontein	490	1 140
Swartland Non-Urban	7 275	32 404
TOTAL	29 324	113 762

(e) Natural Resources

Major Natural Resource	Relevance to community
Water Resource	
Agriculture	19.2% contribution to GDP
Mining	0.3% contribution to GDP
Heritage	14.7%
Conservation Areas	

(f) Comment on background data

None

1.2.3 SERVICE DELIVERY OVERVIEW

(a) Introduction

Basic Services were delivered to a total of 19 086 households as at 30 June 2015, which were delivered as follows:

- Water - 19 086 households
- Electricity - 15 055 households + 1 875 Eskom area households = 16 930 households
- Sanitation - 17 970 households
- Refuse removal - 18 713 households

Out of these 19 086 households, free basic services were delivered to a total of 8 173 indigent household in the following manner:

- Electricity - 50 kWh free
- Water - 10 kl free to
- Sanitation - per month levy
- Refuse removal - per month levy for one removal per week

(b) Proportion of poor households with access to basic services (current year)

Service	Access To Free Services	Free Access Percentage
Electricity Distribution	8 173	100.00%
Rates Services	8 173	100.00%
Refuse Removal	8 173	100.00%
Sewerage Services	8 173	100.00%
Water Services	8 173	100.00%

1.2.4 FINANCIAL HEALTH OVERVIEW

(a) Introduction

The municipality is currently still in a healthy financial position but good financial management practices and the effect of cost pressures on financial resources requires a continuous evaluation of the financial position of the municipality. These cost pressures include the maintenance of the ageing infrastructure, as well as items beyond the control of the municipality, such as the effect of the Eskom increases (8.06%) and the increase of the purchase price of water (13.16%) as well as the collective agreements on employee related costs (6.79%). Total revenue for the year amounts to R535.3m while operating expenditure amounts to R516.2m, with the budgeted surplus being R19.1m.

The Municipal Finance Management Act 2003, together with the implementation of Generally Recognised Accounting Practices (GRAP) in local government, shifted the focus from the traditional “short-term balanced Income and Expenditure budgets” to sustainability over at least the medium term with emphasis on cash-funding. The municipality closed the financial year with more cash than the previous financial year and must still put controls in place to ensure that cash recourses do not deplete. The demand for infrastructure investment, and especially the replacement of ageing infrastructure, requires a significant amount of cash, and the municipality identified the preservation of its cash resources

Annual Report for 2014/2015

while also attending to the investment requirements, as a critical strategic area to be addressed in each future budget.

The population growth in the municipal area is amongst the highest in the Western Cape, standing on 113 000 according to the 2011 census. Naturally that requires additional capital infrastructure, as well as an increased demand for services. In terms of the Constitution, local government is entitled to its fair share of revenue raised nationally. This is being distributed in the form of an Equitable Share to all municipalities. With the population growth and increased unemployment, Swartland's Equitable Share households also increases.

A benchmarking tool was developed for Municipalities, which they can use to measure itself against set benchmarks and against its peers, in order to continuously improve and to ensure financial viability. Below is a summary of the key benchmarks and the municipality's results for the financial year.

(b) Ratios

Viability Information	Average for Western Cape	Indicative Benchmark	Results for Swartland Municipality	
			Current Year	Previous Year
Acid Test Ratio	1.52 : 1	2 : 1	3.71 : 1	4.43:1
Payment Level (Excluding write-off of bad debts)	93.47%	>95%	96.69%	96.64%
Cash Generated from Operations	20%	20%	24%	19%
Purchase of PPE as % of Cash Generated	91%	100	83%	119%
Cost Coverage (months)	1.92	>4	7.43	8.4
Debtors Turnover (days) (Before impairment)	138.64	<75	69.74	60.34
Long-term debt as % of Revenue	20%	<40%	32%	42%
Debt servicing cost to Revenue	4.8%	5%	4.8%	5.5%
Short-term debt as % of Cash	518%	50%	34%	27%
Cash Funded Budget over MTREF	100%	100%	100%	100%
Total indicative scoring	66.29%	100%	100%	81%

From the above it is clear that the municipality equals or exceeds the benchmarks in nearly all areas and is on the right track in managing its financial resources, with the only real concern the amount of Property, Plant and Equipment purchased which exceeds the amount of cash generated by operations and will force the management team to cut back on only the most important core service delivery infrastructure. Some areas, however, indicate a decline against the previous year and will be continuously monitored and strategies developed to ensure acceptable levels.

(c) Financial Overview - 2014/2015

Description	Original Budget	Adjustment Budget	Actual
Grants	R82 593 306	R145 946 694	R105 746 496
Taxes, Levies and tariffs	R363 429 330	R352 358 967	R344 998 886
Other	R19 279 496	R38 792 009	R84 602 469
Income	R465 302 132	R537 097 670	R535 347 851
Less Expenditure	R496 231 646	R546 640 375	R516 196 892
Net Total	-R30 929 514	-R9 542 705	R19 150 959

(d) Operating Ratios

Expenditure Type	Ratio
1 Employees	27.78%
2 Repairs and Maintenance	3.81%
3 Other	68.41%

(e) Comment on operating ratios

Total expenditure is **5.57%** under budget, mainly as a result of expenditure that realised lower than anticipated due to several line – items that have been under spent of which the following are examples: Housing Abbotsdale: Topstructure, Housing Phola Park, Planning: Municipal Flats, Social and Economic Facilities and Traffic Fines: Syntel. Impairment was also less than expected. Revenue realised **0.33%** less than the budget, due to operating and capital grant transfers that was linked to the delayed housing project that did not fully realised as planned.

Employee costs (including Councillors Remuneration) represent **27.78%** of total operating expenditure, which is in line with expected norms set by the National Treasury. Should depreciation, bulk purchases for electricity and water be excluded from expenses, the employee cost as a percentage of operating expenditure is **51.31%**, which are well below the benchmark.

Repairs and Maintenance costs represents **3.81%** of total operating expenditure. This is well below National Treasury's expected norm of 8%, however there is a totally different approach to cost allocations between the National Treasury's methods and the municipality's methods. It must, however, be noted that repair costs are also included in the capital budget which must also be taken into account.

Should depreciation and bulk purchases for electricity be excluded from expenses, the repairs and maintenance as a percentage of operating expenditure is **7.03%** which is still lower than the norm. The increased spending on new infrastructure, mostly funded from grants, as well as the age of the existing infrastructure requires significant spending on repairs and maintenance, but a lack of funding puts a damper to this requirement. The municipality is looking at strategies to ensure proper maintenance of all municipal assets.

Depreciation charges are well above the average as a result of the deemed cost approach as described in the financial overview above. Various discussions were held in this regard and it was decided to stay on the current method of calculating for only that portion that is affordable by the community to contribute to the CRRF in cash.

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. It also improves understandability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from "Ratepayers and other" to be provide for as cash inflow based on actual performance. In other words the actual collection rate of billed revenue, and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Swartland's risk factor is six months against a benchmark of four months, keeping in mind the exclusion of bulk water purchases and only Equitable Share that gets recognised as grants received.

(f) Total Capital Expenditure

Original Budget	Adjustment Budget	Actual Expenditure
R81 532 545	R113 474 708	R96 134 326

(g) Comment on capital expenditure

Expenditure on the capital budget was underspent by 15%. This was due to the delay in the Phola Park/ Ilinge Lethu UISP Services project as well as the purchase of land from Transnet not realising as planned. The commencement of the Phola Park/ Ilinge Lethu UISP Services project is subject to mitigation as a result of comments and objections received during the public participation process. The remaining funds will be transferred to the new financial year.

1.2.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets.

1.2.6 AUDITOR GENERAL REPORT

Follows on the next page

Report of the auditor-general to the Western Cape Provincial Parliament and the council on Swartland Municipality

Report on the financial statements

Introduction

1. I have audited the financial statements of the Swartland Municipality set out on pages 4 to 93, which comprise the statement of financial position as at 30 June 2015, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Swatland Municipality as at 30 June 2015 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Material underspending of the budget

8. As disclosed in the statement of comparison of budget and actual amounts for the year ended 30 June 2015 the municipality has underspent on its final approved capital budget to the amount of R17,4 million (2013-14: R6,1 million).

Additional matters

9. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited supplementary schedules

10. The supplementary information set out on pages 94 to 104 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

Unaudited disclosure notes

11. In terms of section 125(2)(e) of the MFMA the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

Report on other legal and regulatory requirements

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

13. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2015:
 - Strategic outcome 4: Access to affordable and reliable municipal infrastructure assets on pages 36 to 39.
14. I evaluated the reported performance information against the overall criteria of usefulness and reliability.

15. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information.
16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected objective.

Additional matters

18. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected objective, I draw attention to the following matters:
Achievement of planned targets
19. Refer to the annual performance report on pages 33 to 168 for information on the achievement of the planned targets for the year.

Unaudited supplementary information

20. The supplementary information set out on pages 33 to 36 and 39 to 168 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report thereon.

Compliance with legislation

21. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

22. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Other reports

Investigations

23. The internal audit unit of the municipality performed an investigation on behalf of the municipality, which covered the period 1 July 2014 to 30 June 2015. The investigation was initiated based on an allegation of possible misappropriation of municipal assets. The investigation was concluded on 30 September 2015. No criminal proceedings were instituted as the employees involved have resigned and therefore no outcome could be determined.

Audita-General
Cape Town

30 November 2015



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

1.2.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year’s Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Municipality submits draft Annual Performance Report including consolidated annual financial statements to Auditor General	August
5	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
6	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October
7	Municipalities receive and start to address the Auditor General’s comments	January - February
8	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General’s Report	
9	Audited Annual Report is made public and representation is invited	
10	Oversight Committee assesses Annual Report	
11	Council adopts Oversight report	March
12	Oversight report is made public	
13	Oversight report is submitted to relevant provincial councils	
14	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	

CHAPTER 2 – GOVERNANCE

2.1 INTRODUCTION

Governance is seen by Swartland Municipality as the exercise of economic, political and administrative authority to manage the municipality's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. To ensure good governance, which is – among other things – participatory, transparent and accountable – the Municipality views the four components dealt with in this Chapter as interrelated and mutually reinforcing.

2.2 POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.2.1 INTRODUCTION

Section 151(3) of the Constitution states that the council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community. Political governance is the process of decision-making to formulate policy, whereas administrative governance is the system of policy implementation.

Swartland Municipality strives towards achieving the following characteristics of efficient government in both the above legs of governance: •Participation; •Rule of law; •Transparency; •Responsiveness; •Consensus orientation; •Equity; •Effectiveness and efficiency; •Accountability; and •Strategic vision.

2.2.2 POLITICAL GOVERNANCE

(a) Introduction

Swartland Municipality has a mayoral executive system combined with a ward participatory system, whereby executive leadership vests in the executive mayor who is assisted by a mayoral committee. In terms of delegation, all legislative powers vest in the executive mayor, except for those listed by law for exclusive decision-making by the full council.

Recommendations on their respective portfolios are made for consideration to the executive mayor by three committees, appointed in terms of section 80 of the Structures Act, 1998, i.e. committees dealing with matters relating to (1) Administration and Finance, (2) Technical (Civil and Electrical) Services and (3) Development and Protection Services. Ward committees for each of the twelve wards within the municipal area contribute by advising the municipality on matters affecting the respective wards.

The Audit Committee provides opinions and recommendations on the overall control environment, financial processes and performance to Council, and also provides comments to the Municipal Public Accounts Committee (MPAC) on the Annual Report.

Swartland Municipality has established a Municipal Public Accounts Committee (MPAC) as an oversight committee, comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Municipal Public Accounts Committee's (MPAC) report will be published separately in accordance with MFMA guidance.

(b) Political structure

MAYOR



Ald T van Essen

DEPUTY MAYOR



Ald MSI Goliath

SPEAKER



Ald NJA Rust

MAYORAL COMMITTEE MEMBERS



Clr M Rangasamy



Clr R vd Westhuizen



Clr M van Zyl



Clr W Wilskut

(c) Councillors

The Municipal Council of the Municipality has twenty three councillors, as determined by the Provincial Minister, of which twelve are ward councillors and eleven are proportionally elected councillors. Refer to Appendix A where a full list of councillors can be found. Also refer to Appendix B which sets out committees and committee purposes.

(d) Political decision-taking

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of May 2011.

■ **Municipal Council**

- governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;

- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
 - can delegate responsibilities and duties for the purposes of fast and effective decision making;
 - must strive towards the constitutional objects of local government;
 - must consult the community with respect to local government matters; and
 - is the only decision maker on non-delegated matters such as the approval of the IDP and budget.
- **Executive Mayor**
- is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
 - is the social and ceremonial head of the Municipality;
 - must identify the needs of the Municipality and must evaluate progress against key performance indicators;
 - is the defender of the public's right to be heard;
 - has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
 - performs the duties and exercise the responsibilities that were delegated to him by the council.
- **Mayoral Committee**
- its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
 - its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
 - its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
 - the committee has no powers of its own – decision making remains that of the Executive Mayor.

2.2.3 ADMINISTRATIVE GOVERNANCE

(a) Introduction

By law, the Municipal Manager automatically is the head of administration as well as the accounting officer. The Municipal Manager has extensive statutory and delegated powers and duties, as well as powers and duties that can be inferred from such statutory and delegated powers and duties.

The Municipal Manager is, amongst others, responsible –

- for the formation and development of an economical, effective, efficient and accountable administration;
- to ensure that the municipal "machine" operates efficiently, that the organizational structure is able to perform the various tasks and exercise the necessary controls;
- to fulfil a leadership role in the administration; this is of utmost importance to influence the actions of staff and to inspire and persuade them to work together to realize the municipality's goals;
- for the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- for the financial responsibilities as accounting officer as determined by the MFMA.

The Municipal Manager is the chief adviser of the municipality and must advise the political structures and political office-bearers of the municipality. The Municipal Manager must see to the carrying out of the decisions of the political structures and political office-bearers of the municipality.

The Municipal Manager must facilitate participation by the local community in the affairs of the municipality and must also develop and maintain a system whereby community satisfaction with municipal services is assessed.

The Swartland Municipality adopted an "outcomes" approach to ensure that the management of the Municipality is pursuing the effective, efficient and economical functioning of

the organisation. Outcomes are the quality and/or impact of the outputs on achieving the overall objective. It shows the broader consequences of programmes and projects. Seven strategic outcomes were identified, namely –

- a financially sustainable municipality with well-maintained assets;
- satisfied, involved and well-informed clients;
- an effective, efficient, motivated and appropriately skilled workforce;
- access to affordable and reliable municipal infrastructure;
- sustainable development of the municipal area;
- an agile, integrated, stable and corruption free organisation; and
- increased community safety through traffic/by-law enforcement and disaster management.

The IDP strategic outcomes, key performance indicators and annual targets are clearly linked with the annual budget and the Municipality's performance system. These linkages made it possible for the management team to work towards achieving the objectives and outcomes of the Municipality.

The Municipal Manager of a municipality is the accounting officer of the municipality and must provide guidance to political structures; political office bearers, and officials of the municipality.

(b) Top administrative structure

MUNICIPAL MANAGER



Mr JJ Scholtz

DIRECTORS

**FINANCIAL
SERVICES**



Mr KC Cooper

**CORPORATE
SERVICES**



Ms MS Terblanche

**CIVIL ENGINEERING
SERVICES**



Mr AJ Botha

**ELECTRICAL ENGINEERING
SERVICES**



Mr R du Toit

**DEVELOPMENT
SERVICES**



Mr JT Steenkamp

**PROTECTION
SERVICES**



Mr PAC Humphreys

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on National level:

- SALGA meetings

2.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on Provincial level:

- SALGA meetings
- MinMayTech
- MinMay
- Premiers Coordinating Forum
- Municipal Managers Forum

2.3.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on District level:

- DCFTech
- DCF

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4.1 PUBLIC MEETINGS

(a) Communication, participation and forums

Public participation in Swartland is done in a **structured** way. The directive from national government on how community participation should be structured is the ward committee system. Most of the liaison with communities is done through ward committee meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the Swartland Municipal Advisory Forum (SMAF).

The Municipality also communicates through a well-structured website www.swartland.gov.za.

Public Meetings					
Nature and purpose of meeting	Date of meeting	Number of participating municipal councillors	Number of participating municipal administrators	Number of community members attending	Dates and manner of feedback given to the community
Thusong outreach service: Riebeek Valley	2014-08-21	1	5	629	2015-09-23
Thusong outreach: Moorreesburg & Koringberg	2014-09-04	3	6	709	2015-09-23
Thusong outreach: Darling	2014-09-15	2	5	894	2015-09-23
Thusong outreach: Abbotsdale, Chatsworth & Riverlands	2014-09-23	1	6	208	2015-09-23
Thusong outreach: Wesbank	2014-10-21	3	6	894	2015-09-23
West Coast College ICDL course registration: Ilinge Lethu	2015-01-08	0	1	17	<<NoData>>
Rural Socio Economic Programme (RSEP): Election of Council of Stakeholders	2015-01-22	3	4	25	2015-02-20
Job preparedness and democracy education: Abbotsdale	2015-01-28	0	2	34	2015-05-04
Local Drug Action Committee	2015-01-28	1	2	14	2015-02-11
Job preparedness and democracy education: Riebeek Kasteel	2015-01-29	0	2	36	2015-06-10
West Coast College DEDAT registration: Ilinge Lethu	2015-02-05	0	2	12	2015-10-15
Local Drug Action Committee	2015-02-11	0	3	10	2015-03-18
Swartland Social Development Forum (SSDF)	2015-02-12	4	2	26	2015-03-12
Follow-up meeting with Malmesbury Emerging Farmers	2015-02-16	4	7	11	2015-03-18
Early Childhood Development Forum meeting	2015-02-16	0	2	30	2015-02-26
Youth Career Guidance: Ruststasie	2015-02-23	0	2	14	2015-03-21
Swartland Social Development Forum meeting	2015-03-12	4	0	24	2015-05-28
Thusong outreach: Chatsworth	2015-03-13	1	5	337	2015-09-23
Fatherhood Training: Moorreesburg	2015-03-13	1	2	23	2015-06-01
Local Drug Action Committee	2015-03-18	1	1	19	2015-04-15
Job preparedness and democracy education: Chatsworth	2015-03-19	1	2	37	2015-05-07
Darling Road Show	2015-03-20	0	2	63	2015-04-16

Ruststasie Human Rights Day Workshop	2015-03-21	2	0	15	2015-11-15
Ilinge Lethu Online Marketing Workshop	2015-03-21	2	0	7	2015-10-15
Teenage Mothers' Workshop	2015-03-21	0	3	24	2015-11-15
Moorreesburg Road Show	2015-03-27	4	3	50	2015-06-24
Information meeting relating to municipal matters: Wards 1 & 2	2015-04-09	4	4	23	Not Applicable
Information meeting relating to municipal matters: Ward 6	2015-04-13	3	4	29	Not Applicable
Career Exhibition	2015-04-13	1	10	717	Not Applicable
Information meeting relating to municipal matters: Ward 5	2015-04-13	2	3	49	Not Applicable
Information meeting relating to municipal matters: Ward 9	2015-04-15	2	3	46	Not Applicable
Local Drug Action Committee	2015-04-15	2	2	16	2015-05-20
Information meeting relating to municipal matters: Ward 8, 10 & 11	2015-04-16	4	4	55	Not Applicable
Swartland Social Development Forum: Roadshow, Riverlands	2015-04-16	4	0	56	2015-06-24
"Know your rights" Workshop	2015-04-17	5	1	55	2015-07-22
Fatherhood training: Riebeek Kasteel	2015-04-18	2	0	22	2015-11-01
Fatherhood training: Darling	2015-04-19	1	0	23	2015-11-01
Informing meeting relating to municipal matters: Ward 4	2015-04-20	3	5	53	Not Applicable
Rural Social Economic Programme (RSEP): meeting	2015-04-21	5	5	24	2015-05-11
Information meeting relating to municipal matters: Ward 7	2015-04-21	4	3	111	Not Applicable
Swartland Social Development Forum Roadshow: Chatsworth	2015-04-23	0	7	56	2015-05-28
Information meeting relating to municipal matters: Wards 3 & 12	2015-04-28	4	4	74	Not Applicable
NYDA Cooperative Workshop: Malmesbury	2015-04-29	2	0	26	Not Applicable
Rural Socio Economic Programme: meeting	2015-05-11	0	3	7	2015-05-25
Swartland Social Development Forum Roadshow: Malmesbury	2015-05-15	1	0	37	2015-06-24
Governance training to NGO's and ECD's	2015-05-20	0	1	17	2015-06-20
Local Drug Action Committee meeting	2015-05-20	0	2	20	2015-06-17
Using social media through fundraising	2015-05-20	1	0	17	2015-06-20
Thusong Mobile: Koringberg & surrounding farms	2015-05-22	0	4	155	2015-09-23
Food garden training: Riebeek Valley, Riverlands, Chatsworth, Kalbaskraal & Abbotsdale	2015-05-22	0	2	61	2015-10-21

Annual Report for 2014/2015

Rural Socio Economic Programme meeting	2015-05-25	3	5	14	2015-06-16
Substance abuse support group training	2015-05-26	1	1	30	2015-03-01
AHI business training: Malmesbury (3 days)	2015-05-26	0	1	11	Not Applicable
Youth Camp (2 days)	2015-06-01	0	2	25	2015-09-19
Rural Socio Economic Programme meeting	2015-06-03	0	4	6	2016-06-05
Disabled Employment Workshop	2015-06-04	3	7	70	2015-10-14
Rural Socio Economic Programme meeting	2015-06-05	2	6	9	2015-06-08
NYDA Life Skills: Job preparedness workshop: Roadshow, Ilinge Lethu	2015-06-08	2	0	26	2015-12-01
Rural Socio Economic Programme meeting	2015-06-08	0	6	8	2015-06-10
NYDA Life Skills: Job preparedness workshop: Roadshow, Malmesbury	2015-06-09	2	0	12	2015-12-01
Rural Socio Economic Programme meeting	2015-06-10	6	2	59	2015-06-16
NYDA Life Skills: Job preparedness workshop: Roadshow, Riebeek Valley	2015-06-10	1	0	35	2015-12-01
NYDA Life Skills: Job preparedness workshop: Roadshow, Koringberg	2015-06-11	1	0	21	2015-12-01
Food garden training: Darling & Malmesbury	2015-06-15	0	2	21	2015-10-21
Tree planting event	2015-06-16	5	9	185	2015-08-13
Local Drug Action Committee meeting	2015-06-17	0	3	12	2015-07-15
Financial and Project Management training	2015-06-20	0	1	35	2015-08-29
Thusong outreach: Riebeek Valley	2015-06-22	1	6	674	2015-09-23
AHI business training: Riebeek Valley (3 days)	2015-06-23	0	1	10	2015-07-15&16
Play group training	2015-06-24	0	1	20	2015-08-29

(b) Ward committees

Section 152(1)(e) of the Constitution of the Republic of South Africa, read with sections 72 to 78 of the Structures Act, gives a direct mandate to municipalities to encourage the involvement of communities and community organisations in matters of local government and to establish community participatory systems.

Sections 8 (g and h), 9(f) and 72 of the Structures Act, authorise municipalities to establish ward participatory systems as mechanisms to enhance participatory democracy in local government.

A ward committee is an advisory body of the community. A ward committee serves as the official public participatory structure of the Municipality and must as such –

(a) assist the ward councillor in identifying challenges and needs of residents;

- (b) disseminate information in the ward concerning municipal affairs such as the budget, the integrated development plan (IDP) and service delivery options;
- (c) obtain inputs from residents regarding municipal affairs such as the budget, the integrated development planning and service delivery options;
- (d) receive queries and complaints from residents concerning municipal service delivery; and
- (e) interact with other forums and organisations on matters affecting the ward.

It was important to establish a ward committee for each of the twelve wards as soon as possible after the May 2011 elections. Thereafter much time was spent on induction, specifically on the Rules and Procedures for ward committees, the IDP and budget process. Ward committee members had the opportunity to participate in the development of Area Plans for each ward, containing, amongst others, the five most important service delivery priorities for each ward.

2.4.2 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

2.5 CORPORATE GOVERNANCE

2.5.1 OVERVIEW

The King-report listed discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as the seven primary characteristics of good governance. These traits have to be evident in municipal operations from the municipal council at the top to departmental staff at the bottom.

Corporate governance is the system by which municipalities/companies are directed and controlled and is essentially for effective leadership. Leaders need to define strategy, provide direction and establish the ethics and values that will influence and guide practices and behaviour with regard to sustainability performance. The framework of rules and practices ensures accountability, fairness, and transparency in a municipality's relationship with its stakeholders (financiers, customers, suppliers, management, employees, government, and the community).

2.5.2 INTERNAL AUDIT

An Internal Audit Activity (IAA) exists within Swartland Municipality under the control and direction of the Performance-, Risk and Financial Audit Committee. The purpose of internal audit is to provide an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. Furthermore, the IAA reports on matters relating to:

Annual Report for 2014/2015

- Safeguarding of assets
- Internal Control
- Compliance with laws, regulations, policies, accounting practices and contractual obligations
- Reliability and integrity of information
- Risk and risk management
- Performance Management

The Manager, Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and approved by the Performance-, Risk and Financial Audit Committee. Included in the plan are special tasks or projects requested by Management and the Audit Committee. Reporting to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns is done on a monthly basis. Quarterly Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed.

2.5.3 RISK MANAGEMENT

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

A Risk Assessment is quarterly conducted by Risk Management Shared Services; through facilitating the process of identifying and assessing risk per Directorate to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.

To mitigate the risks it is confronted with, Management implements control activities by establishing policies and appropriate procedures such as approvals, authorisations, segregation of duties, reconciliations and physical safeguards.

In addition, the Risk Management Shared Services reports quarterly to the Performance-, Risk and Financial Audit Committee on work performed and other operating measures that are of interest to the Audit Committee.

The following top five risks of the municipality have been identified for which management action plans are indicated in the IDP:

- Insufficient revenue to meet the demand for services
- Expensive and unaffordable services
- Ageing and poorly maintained infrastructure which can result in a collapse in services
- Lack of appropriately skilled and productive staff
- Unsafe and unhealthy working environment

2.5.4 ANTI-CORRUPTION AND FRAUD

Swartland Municipality subscribes to the principles of good corporate governance, which requires the conducting of business in an honest and transparent fashion. Consequently Swartland Municipality is committed to fight fraudulent behaviour at all levels within the organisation.

The Strategy is premised on the organisations core ethical values driving the business of Swartland, the development of its systems, policies and procedures, interactions with

ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organisation. This means that in practice all departments and business units of Swartland and even external stakeholders must be guided by the Strategy as the point of reference for their conduct in relation to Swartland.

The policy of Swartland is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Swartland.

It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption to their immediate manager. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption to the Municipal Manager. The Municipal Manager will initiate an investigation into the matter. Should employees or any member of the public wish to report allegations of fraud and corruption anonymously, they can contact the Municipal Manager and/ or the Internal Audit Department directly or the Public Service Corruption Hotline on 0800 701 701.

Any fraud and corruption committed by an employee or any other person will be pursued by thorough investigation and to the full extent of the law, including (where appropriate) consideration of:

- In case of employees, taking disciplinary action within a reasonable period of time after the incident;
- instituting civil action to recover losses;
- initiating criminal prosecution by reporting the matter to the SAPS or any other relevant law enforcement agency; and
- any other appropriate and legal remedy available.

Managers are required to ensure that losses or damages suffered by Swartland as a result of all reported acts committed or omitted by an employee, ratepayer or any other person are recovered from such an employee, ratepayer or other person if he or she is found to be liable for such losses.

Fraudulent and corruption awareness are done annually by means of newsletters, information notices with pay sheets and presentations by guest/ specialist speakers. Policies, processes and systems are implemented by which the Municipality is directed, controlled and held to account with the trend towards greater corporate responsibility and the conduct of business within acceptable ethical standards. Transparency, accountability and openness are embedded in reporting and disclosure of information, both operational and financial to all stakeholders. Councillors' and Employees' work are governed by the municipality's rules, regulations and procedures and the Codes of Conduct for employees and Councillors to which they are expected to abide by, which includes guidelines on gifts, professional and personal behaviour and conflicts of interest. Segregation of duties exists within the procurement function and politicians are excluded from procurement and tender processes.

2.5.5 PERFORMANCE -, RISK- AND FINANCIAL AUDIT COMMITTEE

A combined Performance-, Risk and Financial Audit Committee has been established and is functional. The overall responsibility of the committee is to assist Council members of Swartland Municipality in discharging their responsibilities relating to the safeguarding of assets, the operation of adequate and effective systems and control processes, the preparation of fairly presented financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, and the oversight of the external and internal audit functions, as well as Performance- and Risk Management. The Audit Committee operates in accordance with their Charter which is approved by Council and is an independent function that excludes politicians and excludes officials as voting members.

2.5.6 SUPPLY CHAIN MANAGEMENT

The Supply Chain Policy of Swartland Municipality complies with the prescribed framework as set out in section 110-119 of the Municipal Finance Management Act, 2003. No shortfalls were identified regarding long term contracts.

2.5.7 BY-LAWS

(a) By-laws Introduced during financial year

Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-law?	Public Participation Date	By-law Gazetted?	Date Of Publication
Yes		No	2013-12-10	Yes	2014-07-11
	Yes	No	2013-12-01	Yes	2014-07-11
	Yes	No	2013-12-10	Yes	2014-07-11
	Yes	No	2014-12-02	Yes	2015-05-22
	Yes	No	2014-04-01	Yes	2014-07-11
	Yes	No	2013-12-10	Yes	2014-07-11
Yes		No	2014-12-02	Yes	2015-05-22
Yes		No	2014-12-02	Yes	2015-05-22
Yes		No	2014-12-02	Yes	2015-05-22
	Yes	No	2014-12-02	Yes	2015-05-22
Yes		No	2014-12-02	Yes	2015-05-22
	Yes	No	2014-04-22	Yes	2014-07-11
	Yes	No	2013-12-10	Yes	2014-07-11
	Yes	No	2014-04-01	Yes	2014-07-11
	Yes	No	2014-04-01	Yes	2014-07-11

(b) Comment on by-laws

By-laws are passed by the Council to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedule 4 and Part B of Schedule 5 to the Constitution.

2.5.8 MUNICIPAL WEBSITE - CURRENT YEAR

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	
All current budget-related policies	Yes	
The previous year's annual report	Yes	
The annual report published/to be published	Yes	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes	
All service delivery agreements	Yes	
All long-term borrowing contracts	Yes	
All supply chain management contracts above a prescribed value (R100 000)	Yes	Various dates during year
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during fin year	N/a	N/a: Not prescribed by legislation
Contracts agreed in to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/a	N/a
Public-private partnership agreements referred to in section 120	N/a	N/a
All quarterly reports tabled in the council in terms of section 52 (d)	Yes	-

2.5.9 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Client Satisfaction Survey - November 2014

Subject Matter	Result
01. Speed with which new electricity connections are done, meters are replaced	3.60 (71.92%)
02. Speed with which electricity outages are repaired, notices regarding power outages are given, etc	3.67 (73.39%)
03. Maintenance / repair of street lights	3.54 (70.78%)
04. Speed with which new water connections are done	3.66 (73.24%)
05. Speed with which water meters are replaced, damage to pipelines are repaired, etc.	3.65 (72.94%)
06. Speed with which new sewerage connections are done	3.55 (70.91%)
07. Speed with which sewerage obstructions are cleared	3.65 (73.10%)
08. Speed with which conservancy tanks are drained	3.67 (73.38%)

Annual Report for 2014/2015

09. Removal of domestic refuse, garden refuse	4.10 (81.91%)
10. Street refuse bins, cleaning of streets	3.63 (72.67%)
11. Streets and sidewalks: Reparation of potholes, tarring and resealing	2.84 (56.77%)
12. Maintenance of gravel roads	2.86 (57.23%)
13. Weeding of sidewalks, spraying of insecticides	2.83 (56.56%)
14. Maintenance and cleaning of the storm water system	3.19 (63.74%)
15. Maintenance and cleaning of municipal cemeteries	2.84 (56.78%)
16. Preparation and maintenance, e.g. mowing of grass, marking of sports playing fields	3.28 (65.60%)
17. Maintenance of municipal swimming pools	3.64 (72.80%)
18. Maintenance of parks & gardens, e.g. mowing of grass, pruning of trees and shrubs, equipment	3.15 (63.05%)
19. Fire fighting and emergency services	3.37 (67.37%)
20. Traffic and law enforcement services	3.23 (64.57%)
21. Motor vehicle registrations and licences	3.91 (78.11%)
22. Libraries	4.17 (83.33%)
23. Approval of building plans	3.56 (71.18%)
24. Execution of building inspections	3.44 (68.76%)
25. Municipal accounts: Handling of enquiries, correctness of adjustments, timely sending out, etc.	3.89 (77.87%)
26. Effectiveness and functioning of your ward committee	2.76 (55.25%)
27. Client service at the satellite municipal offices	3.97 (79.30%)
28. Client service at the Malmesbury municipal offices	3.78 (75.65%)
29. The Municipality's communication with rate payers	3.40 (67.92%)

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE

3.1 KPI'S AND TARGETS FROM THE IDP FOR 2014/2015

Because Chapter 3 of the Annual Report is divided according to service and not according to IDP objectives, the following table is added. It is taken from the Amended SDBIP that was approved by the Mayoral Committee on 11 February 2015 and displays the top level indicators and targets according to the seven strategic outcomes in Chapter 7 of the Municipality's Integrated Development Plan. It also displays the general key performance indicators as prescribed in the Municipal Planning and Performance Management Regulations, 2001. The last column of the table refers to the sections in this chapter where the indicators are found under the relevant service.

(a) Strategic Outcome 1: A financially sustainable municipality with well-maintained assets

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 1.1: Secured and increased sources of revenue						
1.1.1 Review tariffs in respect of water, sewerage and refuse	Investigate cost reflective charges in respect of water, sewerage and refuse and determine an appropriate strategy	Investigation completed and appropriate strategy determined and report submitted to Management Team	Yes (by Oct 2014)	No	Will be submitted to the Management Team on 3 Feb 2015	3.9.5 (a)
1.1.2 Maintain and improve on debt collection	Installation of water demand management devices for revenue protection	Number of devices installed	386 in Abbotsdale by June 2015	381 for the year		3.9.5 (a)
	Housing education - financial responsibility in respect of payments of accounts	Housing consumer education at Abbotsdale housing project completed	Yes (by July 2014)	Yes		3.9.5 (a)
	Implementation of new credit control and debt collection by-law and policy	Commenced with implementation	Yes (by July 2014)	Yes		3.9.5 (a)
1.1.3 Secure new sources of revenue	Investigate new sources of revenue, external funding sources and government grants	Investigate and report to management meeting	Yes (annually in October)	Yes	R18 million from the DHS as a contribution to develop 621 serviced sites. Still waiting to be published in DORA. DEA Youth Jobs in Waste (implementing agent TEDCOR) 60 job opportunities to clean street and pavements - Approximately R1.2 million.	3.9.6 (a)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
	Marketing of Swartland to attract new economic development	Marketing plan for Swartland as a preferred destination developed	Yes (by December 2014)	No	The process has commenced with the 5 Dec 2014 workshop and report from John Lawson.	3.4.3 (d)
	Facilitate new businesses to establish in the area	Report to MayCo on the number of engagements with potential investors and stakeholders to bring growth to the area and the number of successes	Yes (by July annually)	Yes	Yes for 2014/2015 (Mayoral Committee 22 July 2015)	3.4.3 (d)
Output 1.2: Affordable and well managed budget						
1.2.1 Monitor the financial health of the Municipality against financial standards	Measure and report on financial performance against ratio's and standards and identify controls	Report to Management Team on Municipality's performance against ratio's and standards	Yes (annually by November)	No	Was discussed at budget meetings during November and will be submitted to Management Team on 3 Feb 15	3.9.5 (a)
Output 1.3: Curtailing expenditure						
1.3.1 Streamlining of municipal organisation	Investigate and report to the Mayoral Committee on the streamlining of municipal services to curtail expenditure	Investigation completed and reported to the Mayoral Committee	Yes (annually by October)	Yes	Report submitted to MayCo on 14 Aug 2013	3.9.6 (a)
Output 1.4: Well managed and maintained assets						
1.4.1 Maintain and utilise assets effectively and efficiently	Investigate an asset management programme	Investigation completed and submitted to Management Team	Yes (by June 2015)	No	The item was also discussed at the LGMTech3 engagement of 23 April 2015 to explore the possibility of provincial funding	3.9.5 (a)

General KPI's linked to Outcome 1

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
General KPI	Ensure general financial viability	% outstanding service debtors to revenue	Norm = 20%	15.76%	The lower the actual the better the result	3.9.5 (a)
		Cost coverage	Norm = 1-3 mths	6.9 months	Higher than 1-3 months is better	3.9.5 (a)
		% debt coverage	Norm = 45%	33%	Lower than the norm is better	3.9.5 (a)
		% households earning less than 4x old age pension (R5 400) subsidy p.m. with access to free basic services	100%	100%	R115 000 and less valuation – 8110 indigent households and 30 discretionary subsidies	3.9.5 (a)

(b) Strategic Outcome 2: Satisfied, involved and well informed stakeholders

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 2.1: Prompt, courteous and responsive service that is sensitive to the needs/concerns of the public and respectful of individual rights						
2.1.1 Maintain and measure standards in the client services charter	Review the client services charter to evaluate and review standards	Review completed	Yes (by end of 2015)	N/a	Completion by end 2015 only	3.9.2 (a)
2.1.2 Test public opinion on municipal service delivery	Do a client satisfaction survey	Survey completed	Yes (by December 2014)	Yes (by end Nov 2014)		3.9.2 (a)
Output 2.2: External and internal stakeholders that are well informed on and actively participating in municipal affairs						
2.2.1 Formulate and implement a communication strategy and plan	Annual review of communication action plans and relevant IDP indicators and targets for next financial year	Annual review completed	Yes (annually by June)	Yes		3.9.2 (a)
Output 2.3 (Citizens that are actively participating in municipal decision-making) removed and combined with Output 2.2						
2.3.1 Involve external and internal stakeholders in municipal affairs	Evaluate stakeholder involvement in municipal affairs	Report on public participation submitted to management team on a quarterly basis	Yes (quarterly)	N/a	This item is a duplication of item 14-0013 under Director Corporate Services and will be measured there	3.9.2 (a)

(c) Strategic Outcome 3: An effective, efficient, motivated and appropriately skilled work force

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 3.1: A motivated, productive work force pursuing Swartland Municipality's vision, mission, philosophy and values						
3.1.2 Improve staff interaction and motivation	Monitor the level of motivation of the workforce	Perception / satisfaction survey completed	Yes (by end of March 2015)	Yes		3.9.12 (b)
3.1.3 Recognition of achievements	Develop and implement policy for the recognition of achievement	Policy developed and submitted to Management Team	Yes (by June 2015)	Yes		3.9.12 (b)
Output 3.2 (A well trained and appropriately skilled work force, striving towards service excellence) removed						
Output 3.3: Safe and healthy working environment						
3.3.1 Establish a culture of workplace health and safety	Workplace safety awareness campaigns in all departments	Awareness campaigns conducted	Yes (bi-annually by October and March)	Yes		3.6.1 (b)

General KPI's linked to Outcome 3

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
General KPI	% of the budget spent on implementing the workplace skills plan	% of the municipality's salary budget actually spent on implementing its workplace skills plan (cumulative)	1%	0.7% for the year	Only 0.77% budgeted for efficiency development. 1.0% therefore not attainable	3.9.2 (a)
	People from employment equity target groups employed	% of PDI's appointment for the month in terms of the Municipality's approved Employment Equity Plan	70%	61.1% average		3.9.2 (a)
	Promote employment equity through continuous planning	Compilation / review of Employment Equity Plan completed by end of November	Yes	Yes		3.9.2 (a)

(d) Strategic Outcome 4: Access to affordable and reliable municipal infrastructure

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 4.1: Sufficient capacity in respect of infrastructure						
4.1.1(a) Ensure that there is always sufficient water and sewerage infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to water and sewerage services	Annual review of master plan for water services completed	Yes (annually by June)	Yes		3.2.1 (f)
		Annual review of master plan for sewerage services completed	Yes (annually by June)	Yes		3.2.2 (d)
	If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Project(s) to increase water services capacity identified and cost estimates submitted for budget purposes	Yes (annually by October for budget purposes)	Yes		3.2.1 (f)
		Project(s) to increase sewerage services capacity identified and cost estimates submitted for budget purposes	Yes (annually by October for budget purposes)	Yes		3.2.2 (d)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
4.1.1(b) Ensure that there is always sufficient electricity infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to electricity services	Annual review of master plan for electricity services completed	Yes (annually by June)	Yes	Updated Masterplans for Malmesbury, Darling and Moorreesburg available at Director Electrical Engineering Services. Masterplan for Yzerfontein relevant.	3.2.3 (e)
	If not sufficient, plan and budget to rectify capacity in line with relevant master plan	Project(s) to increase electricity services capacity identified and cost estimates submitted for budget purposes	Yes (annually by October for budget purposes)	Yes		3.2.3 (e)
Output 4.2: Affordable municipal infrastructure						
4.2.1(a) Minimise water distribution losses and departmental operating costs	Maintain water losses at an acceptable level	% total water losses	Maintain below 16%	15.67% pm average for the year		3.2.1 (f)
4.2.1(b) Minimise energy distribution losses and departmental operating costs	Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)	Maintain below 9%	5.71% cumulative for Jul – Jun		3.2.3 (e)
Output 4.3: Reliable, safe and well operated and maintained municipal infrastructure						
4.3.1(a) <u>Water and sewerage:</u> Ensure that the annual budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	Secure a realistic amount on the annual budget for water and sewerage	Percentage of annual budget allocated for water and sewerage in terms of depreciated value of assets made available for upgrading and refurbishment.	50% by 2016	1.01% of the depreciated asset value		3.2.1 (f) 3.2.2 (d)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
4.3.1(b) <u>Electricity</u> : Ensure that the annual budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	Secure a realistic amount on the annual budget for electricity	% compliance with Nersa licence condition with respect to 5% of revenue for upgrading and refurbishment annually	100% by 2016	54.6% (2.73% of the 5%)	Due to financial constraints 5% of revenue was not allocated in departmental budget	3.2.3 (e)
4.3.2 <u>Roads and storm water</u> : Speed up routine maintenance to temporarily stop the deterioration of roads and storm water	Secure an increased amount on the operating budget for routine maintenance of roads and storm water	Percentage of annual budget allocated for roads and storm water in terms of depreciated value of assets made available for upgrading and refurbishment.	35% by 2016	2.04% of the depreciated asset value		3.3.1 (g)
4.3.3 <u>Gravel roads</u> : Maintain existing policy i.e. existing gravel roads will not be tarred.	Maintain current condition of gravel roads	Amount on operating budget available for maintenance of gravel roads	R250 000 p.a. by 2016	N/a	KPI moved to 2015/2016 financial year	3.3.1 (g)
4.3.5 <u>Sport and recreation</u> : Limit resources allocated to sport and recreation based on the Municipality's financial ability. Divide the responsibility i.r.o. maintenance between the Mun & sport clubs	Determine existing resources allocated to sport and recreation and the maximum that the Municipality can allocate based on its financial ability	Percentage of annual budget allocated for sport and recreation in terms of depreciated value of assets made available for upgrading and refurbishment	30% by 2016	13.96% of the depreciated asset value		3.8.1 (b)
4.3.7 <u>Municipal Buildings and facilities</u> : To be maintained to minimum level to prevent deterioration.	Secure a realistic amount on the annual budget for municipal buildings and facilities	Percentage of annual budget allocated for buildings and facilities in terms of depreciated value of assets made available for upgrading and refurbishment	30% by 2016	0.9% of the depreciated asset value		3.9.15 (b)

General KPI's linked to Outcome 4

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
General KPI	Households with basic level of water, solid waste removal, sanitation and electricity	% of urban households with access to at least piped (tap) water within 200meters from dwelling	100%	100% (17 674/ 17 674 households)	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court. Standpipe was made available according to legislation	3.9.1 (a)
		% households registered for refuse removal service which receive a service once a week	100%	100% (18 712/ 18 712 households)	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court	3.9.1 (a)
		% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100% (17 674/ 17 674 households)	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court	3.9.1 (a)
		% of urban households with access to electricity	100%	100% (15 055 (Mun) and 1875 (Eskom) / 15 055 (Mun) and 1875 (Eskom)		3.2.3 (e)

(e) Strategic Outcome 5: Sustainable development of the municipal area

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 5.1: Social development that improves people's quality of life						
5.1.1 Implementation of the Social Development Policy and Strategy	Internal Social Development Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration	Report submitted	Yes (annually by October for budget purposes)	Yes – 27 Oct 2014		3.5.1 (b)
Output 5.2: Sound management of the urban and rural environment						
5.2.1 (Implementation of the Spatial Development Framework) removed						
5.2.2 Protect environmental quality	Do a study with respect to climate change and scarce natural resources	Study completed	Yes (by June 2015)	Yes (in Dec 2014)		3.4.2 (c)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
5.2.4 Implementation of the integrated human settlement plan	Finalise integrated human settlement plan and submit to council for final approval	Document approved (subject to finalisation of BESP)	Yes (by Nov 2014)	Yes (in March)		3.2.5 (c)
		Housing pipeline revised	Yes (annually by April)	Yes (12 Nov 2014)		3.2.5 (c)
Output 5.3: Economic growth that benefits all						
5.3.1 Formulate LED strategy and action plan	Complete LED strategy and action plan and align to the District wide competitiveness project.	Draft document approved	Yes (by August 2014)	Yes	Draft document approved. Working on refinement	3.4.3 (d)

General KPI's linked to Outcome 5

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
General KPI	Jobs created through municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100% p.a. based on the 2013/2014 figure	141 for the year		3.4.3 (d)

(f) Strategic Outcome 6: An agile, integrated, stable and corruption free organisation

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 6.1: Improved organisational focus and performance						
6.1.1 Monitor the implementation of the Municipality's strategic plan (IDP)	Ensure up to date strategic plan (IDP) as per legislative requirements	Annual review of Strategic plan (IDP) completed	Yes (annually by May)	Yes	Approved by Council 28 May 2015	3.9.10 (b)
Output 6.2: Improved organisational control environment						
6.2.1 Full implementation of risk management	Identify risks affecting the organisation	Updated strategic risk assessment	Yes (annually by June)	Yes	Quarterly risk assessments are updated in conjunction with all Directorates. Quarterly feedback is given to the MM and the Audit Committee	3.9.11 (b)
	Compile / review RBAP according to updated risk assessments	RBAP updated	Yes (annually by July)	Yes	Risk based internal audit plan was approved by Audit Committee on 5 June 2014	3.9.11 (b)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 6.3: Sound work ethics						
6.3.1 Maintain a zero tolerance to fraud and corruption	Promote awareness of fraud and corruption and whistle blowing procedures and contact numbers under staff and the public	Awareness campaign by external service provider for all departments up to supervisor level completed	Yes (annually by August)	Yes		3.9.11 (b)
Output 6.4: An effective, efficient and well-disciplined institution with sustainable capacity						
6.4.2 Improve community confidence and trust in the municipality	Maintain an effective independent Audit Committee function as per legislation	Annual evaluation of Audit Committee by Mayor and MM completed	Yes (annually by January)	Yes		3.9.11 (b)
	Manage the Municipality in an economically, effective and efficient way	A clean audit obtained	Yes (annually by November)	Yes		3.9.6 (a)
Output 6.5 (Relevant and efficient IT service and infrastructure) removed						

General KPI's linked to Outcome 6

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
General KPI	% of capital budget spent on IDP projects	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP (% of capital budget spent)	Between 95% and 105%	84.5% for the year		3.9.6 (a)

(g) Strategic Outcome 7: Increased community safety through traffic / by-law enforcement and disaster management

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
Output 7.1: Increase in law compliance						
7.1.1 Establish a more efficient and focused structure in terms of registration, licensing and roadworthiness of vehicles	Effectively address the underfunded mandates regarding registration, licensing and roadworthiness of vehicles	Enter into a SLA with PGWC	Yes (by June 2015)	No	Provincial Government indicated by e-mail that they are not going ahead with the SLA. Municipalities must continue with the current remuneration model. This KPI will be removed from 1 July 2015	3.7.1 (c)

Actions	Performance Objective	Key Performance Indicator	Target	Actual	Notes	Reference
7.1.2 Effective enforcement of municipal by-laws and traffic legislation	Review current by-laws and fines applicable to traffic and law enforcement service	By-laws reviewed	Yes (before end of June 2015 and annually thereafter before end of June)	Yes		3.7.1 (c)
7.1.3 Implement awareness campaigns with regards to law enforcement services	Major law enforcement awareness campaigns	At least one per annum	Yes (annually before end of June)	Yes		3.7.1 (c)
Output 7.2: Strengthening of firefighting service						
7.2.1 Updated firefighting by-law	Annual review of firefighting by-law	By-law reviewed	Yes (annually by June)	Yes	New firefighting bylaw. No changes at this stage	3.7.2 (c)
Output 7.3: Effective disaster management						
7.3.1 Disaster management plan	Annually review of Disaster Management Plan	Review completed	Yes (annually by June)	Yes	Reviewed Disaster Management Plan was approved by the Mayor on 10 June 2015	3.7.3 (b)

3.2 BASIC SERVICES

3.2.1 WATER SERVICES

(a) Introduction

Swartland Municipality is the Water Services Authority for its service area. Water is abstracted from two bulk sources, i.e. Voëlvlei Dam and the Misverstand Dam. The West Coast District Municipality provides bulk water as well as water purification and treatment services to Swartland Municipality through the Withoogte and Swartland bulk supply schemes. The West Coast DM was also appointed by Swartland Municipality as a Water Services Provider in terms of the Water Services Act.

All residents in urban areas in the service area of Swartland Municipality have access to water services and free basic water is provided to all.

Swartland Municipality managed to achieve Blue Drop Status for both the Withoogte and Swartland water supply schemes with a score of 95,24. Swartland is positioned 22nd on the 2012 National Blue Drop Performance Log. However, the Municipality notes that it will be challenging to retain the Blue Drop status as further refinement is still required in terms of water safety planning and risk based management.

Ageing infrastructure remains one of the key focus areas for the Municipality and therefore a pipe replacement programme was developed and implemented.

A new backlog in bulk water provision is developing. The municipality faces challenges in securing sufficient capital for the upgrading of the bulk supply system. A further shortfall in funding for bulk infrastructure is envisaged due to the transfer of fixed water services assets from the West Coast District Municipality to Swartland Municipality as the liabilities that include outstanding loans to the amount of R74 000 000 will be transferred together with the fixed assets.

A further priority is to ensure that adequate services are available to enable future development. For this purpose master planning for water provision is kept up to date.

(b) Total Use of Water by Sector (cubic meters)

Agriculture	Forestry	Industrial	Domestic	Unaccountable Water Losses
58 830	0	769 509	3 551 971	922 403

(c) Comment on water use by sector

Water demand has remained fairly constant over the past three years. Future increase in demand may be partially mitigated by implementing water conservation and demand management measures.

(d) Households - Water Service Delivery Levels**Above minimum level**

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Piped (tap) water inside dwelling/institution	5 221	18 405	23 626	6 159	17 674	23 833
Piped (tap) water inside yard	1 518	3 438	4 956	1 519	7 958	9 477
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	335	132	467	335	0	335
TOTAL	7 074	21 975	29 049	8 013	25 632	33 645

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
No access to piped (tap) water	75	72	147	75	0	75
Piped (tap) water more than 200m from dwelling	82	44	126	82	0	82
Unspecified - Not applicable	0	0	0	0	0	0
TOTAL	157	116	273	157	0	157

(e) Households - Water Service Delivery Levels below the minimum service level

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Water Services	Available within 200 m from dwelling	244	0.90%	29	1.23%	244	0.90%	29	1.23%

(f) Water Service performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.1.1 Ensure up to date master planning with respect to water and sewerage services	2/12-0074-1	Annual review of master plan for water services completed	Annually or as required - subject to budget	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
4.1.1 If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	2/12-0079-1	Project(s) to increase water services capacity identified and cost estimates submitted for budget purposes	Yes (annually by November)	N/a	0	Yes (annually by October for budget purposes)	Yes	3	Yes (annually by October for budget purposes)	
4.2.1 Maintain water losses at an acceptable level	2/12-0086	% total water losses	From 2013/14: Reduce by 1% p.a. until 14%	14.1% pm average	3	Maintain below 16%	15.67% pm average for the year	2.9	Maintain below 16%	
4.3.1(a) Secure a realistic	2/12-0090-1	Percentage of annual budget	50% by	2.62%	0	50% by	1.01%	3	7.5% of	

amount on the annual budget for water and sewerage		allocated for water and sewerage in terms of depreciated value of assets made available for upgrading and refurbishment.	2016			2016	of the depreciated asset value		the depreciated asset value	
4 Indicators Division Heads										
Ensure continuous and available water supply	4/09-0019-3	Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI17 - DWA)	0 maximum	0	3	0 maximum	0	3	0 maximum	
Ensure continuous and available water supply	4/09-0019-2	Number of burst water mains not repaired within 10 hours after the incident has been reported	4 pm maximum	0	3	1 pm maximum	100%	3	1 pm maximum	
Ensure continuous and available water supply	4/09-0019-1	% of new water connections completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Ensure effective operation and maintenance of water supply network	4/10-0002-2	% of unaccounted for water	16% maximum	14.9% average	3	16% maximum	15.67% average for Jul-Jun	3	16% maximum	
Ensure safety of water supply	4/10-0001	Number of failures i.r.o. SANS 241	4 per quarter maximum	0	3	4 per quarter maximum	3 for the year	3	4 per quarter maximum	

(g) Employees: Water Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	25	21	22	1	5%
04 - 06	5	5	5	0	0%
07 - 09	6	4	4	0	0%
10 - 12	5	5	5	0	0%
13 - 15	3	4	4	0	0%
16 - 18	1	0	0	0	0%
19 - 20	0	0	0	0	0%
TOTAL	45	39	40	1	

(h) Financial Performance: Water Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R8 800 358	R9 671 932	R10 002 149	R9 328 326	-3.68%
2 Repairs and Maintenance	R1 063 402	R1 035 933	R1 035 933	R873 016	-18.66%
3 Other	R33 016 971	R35 570 267	R35 557 931	R39 068 345	8.95%
TOTAL	R42 880 731	R46 278 132	R46 596 013	R49 269 687	

(i) Capital Expenditure: Water Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Water	R40 800	R37 067	R37 067	-10.07%	R0
Water reservoir - Riebeek Kasteel (0.5 ML)	R100 000	R100 000	R100 000	0.00%	R0
Water tower: Refurbish pump station - Wesbank	R180 000	R177 660	R152 859	-17.76%	R0
Water: Upgrading/Replacement water reticulation network	R1 798 492	R1 800 832	R1 800 832	0.13%	R0
Water: Secondary Chlorination	R260 000	R264 000	R263 205	1.22%	R0
Water: Replace lining - reticulation dams	R400 000	R400 000	R376 016	-6.38%	R400 000

Water Reservoir: Darling (new)	R100 000	R100 000	R64 094	-56.02%	R0
Vehicles Water: Replace CK38172 (Truck)	R460 000	R484 780	R484 780	5.11%	R484 780
Water: Installation of Water Pump - Kalbaskraal	R0	R85 678	R85 678	100.00%	R85 678
TOTAL	R3 339 292	R3 450 017	R3 364 531		

(j) Comment on water services performance overall

The IDP has seven strategic outcomes and the provision of water services is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the minimisation of distribution losses, the increase on maintenance spending and the implementation of water conservation and demand management measures.

A project to address the problems associated with ageing water pipes such as frequent pipe bursts, high water losses and service interruptions was initiated. This entailed the development of a water pipe replacement programme to direct the spending of capital and the implementing of the construction phase of the project. The second construction phase of a multi-year project for the replacement of water pipes were implemented. The value of the construction work amounted to R1 798 492 and were funded from the municipalities MIG allocation.

3.2.2 SEWERAGE SERVICES

(a) Introduction

Swartland Municipality operates four activated sludge waste water treatment works and five oxidation pond systems. Sewer is conveyed to the treatment works and oxidation pond systems either by a water borne collector system or a vacuum tanker service.

Sewer services are available throughout the whole service area of Swartland Municipality and free basic sewer services are provided to registered indigent households.

Ensuring that sufficient treatment capacity is available for present and future demand is a key focus area for the municipality. The upgrading of Riebeek Kasteel Works has just been completed and the works will serve the towns of Riebeek Kasteel, Ongegund and Riebeek West. Preliminary planning for the upgrading of the Darling and Moorreesburg Works are currently under way.

Wet industries are monitored continuously to ensure that industrial effluent charges can be raised according to the loading of the effluent.

(b) Households - Sewerage services delivery levels**Above minimum level**

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Chemical toilet	54	12	66	54	0	54
Flush toilet (with septic tank)	2 794	1 142	3 936	6 314	1 235	7 549
Pit toilet with ventilation (VIP)	211	19	230	211	0	211
Other - Not applicable	380	243	623	380	0	380
Flush toilet (connected to sewerage system)	2 581	20 096	22 677	2 581	23 832	26 413
TOTAL	6 020	21 512	27 532	9 540	25 067	34 607

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Bucket toilet	303	303	606	303	0	303
None	507	224	731	507	0	507
Pit toilet without ventilation	401	52	453	401	0	401
TOTAL	1 211	579	1 790	1 211	0	1 211

(c) Households - Sewerage services delivery levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Sewerage Services	Households with at least VIP service	2 059	7.64%	354	15.02%	2 059	7.64%	354	15.02%

(d) Sewerage Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.1.1 Ensure up to date master planning with respect to water and sewerage services	2/12-0074-2	Annual review of master plan for sewerage services completed	Annually or as required - subject to budget	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
4.1.1 If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	2/12-0079-2	Project(s) to increase sewerage services capacity identified and cost estimates submitted for budget purposes	Yes (annually by November)	N/a	0	Yes (annually by October for budget purposes)	Yes	3	Yes (annually by October for budget purposes)	
4.3.1(a) Secure a realistic amount on the annual budget for water and sewerage	2/12-0090-2	Percentage of annual budget allocated for water and sewerage in terms of depreciated value of assets made available for upgrading and refurbishment.	50% by 2016	2.62%	0	50% by 2016	1.01% of the depreciated asset value	3	7.5% of the depreciated asset value	
4 Indicators Division Heads										
Ensure continuous and available sewerage service	4/09-0025-1	Number of blockages not repaired within 10 hours after the incident has been reported	2 pm maximum	0	3	2 pm maximum	0	3	2 pm maximum	
Ensure effective operation and maintenance of waste water treatment works	4/10-0004-1	% compliance with DWA general limits for the discharge of treated waste water	75.0%	84.2% average	3.4	75.0%	86.25% pm average	3.5	75.0%	

(e) Employees: Sewerage Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies as Percentage
00 - 03	16	13	16	3	18.75%
04 - 06	3	3	3	0	0.00%
07 - 09	8	8	8	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	28	25	28	3	

(f) Financial Performance: Sewerage Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 082 649	R5 872 361	R5 877 133	R5 403 560	-8.68%
2 Repairs and Maintenance	R1 771 375	R1 699 921	R1 699 921	R1 967 088	13.58%
3 Other	R25 110 406	R29 934 901	R29 996 594	R30 736 543	2.61%
TOTAL	R31 964 430	R37 507 183	R37 573 648	R38 107 191	

(g) Capital Expenditure: Sewerage Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Vehicles Sewerage: New Nissan Bakkie	R0	R191 614	R191 614	100.00%	R191 528
Sewerage: WWTW - Riebeek Kasteel and Riebeek West	R40 953 508	R40 740 894	R40 799 397	-0.38%	R0
Vehicles Sewerage: Replace CK38709 (Trailer)	R250 000	R139 540	R139 540	-79.16%	R139 540
Vehicles Sewerage: Replace CK23408 (Truck)	R1 312 500	R1 110 877	R1 110 877	-18.15%	R1 110 877
Sewerage: Telemetry - new installations	R47 190	R47 190	R45 357	-4.04%	R0
Equipment Sewerage	R29 610	R29 610	R29 000	-2.10%	R0
TOTAL	R42 592 808	R42 259 725	R42 315 785		

(h) Comment on sewerage services performance overall

The IDP has seven strategic outcomes and the provision of sanitation services is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

Construction work for the upgrading of the Riebeek Kasteel Waste Water Treatment works has been completed in the 2014/2015 financial year. The new works will be commissioned in the first quarter of the 2015/2016 financial year.

Swartland Municipality does not operate a bucket system. The 606 households that make use of a bucket system according to the 2011 Census are either rural dwellers on farms (303) or backyard dwellers (303).

3.2.3 ELECTRICITY DISTRIBUTION

(a) Introduction

All formal and informal households within the licensed area of electricity supply of Swartland Municipality occupying a proclaimed plot has access to electricity and no service backlogs exist in this respect.

Top three service delivery priorities

- (1) Upgrading of obsolete electrical networks
The annual upgrading project for the renewal, upgrading and refurbishment of obsolete electrical networks and associated infrastructure is on schedule and for the 2014/15 financial year approximately 2.0% of the annual revenue derived from electricity sales was allocated towards this end. Major improvement of the electricity networks enhancing safety and reliability has been effected including the upgrading of obsolete and operationally hazardous substations in Malmesbury, Moorreesburg, Darling and Yzerfontein.
- (2) Completion of capital projects
For the 2014/15 financial year 100% completion of all capital projects was achieved with 99.2% expenditure of the capital budget.
- (3) Compliance with service delivery performance indicators and targets
All performance targets re service delivery with respect to availability and reliability of electricity supply were complied with and in certain instances the required targets were exceeded. Whilst in terms of the NERSA license conditions Quality of Service (QoS) specification, 30% of all power failure complaints must be attended to within 1.5 hours, the municipality set the target at 60% and for 2014/15 the actual achievement was 88%.

Improvement of performance and efficiencies

As a result of the successful implementation of Phase 2 of the municipal energy efficiency and demand side management project (EEDSM), an audited energy saving of 1 699 000

kWh per year representing approximately R1.06 million annual cost saving in electricity purchases, was achieved.

As a result of the allocation of experienced, technically skilled personnel and resources towards revenue protection incorporating data analysis skills, engineering and technical expertise, law enforcement certification as well as negotiation and mediation capabilities, a further reduction of the total of technical and non-technical electrical losses was achieved, i.e. from 5.71% in 2013/14 to 5.66% in 2014/15. The following table depicts the achievement over time.

Financial Year	Total Energy Losses
2009	9.70%
2010	8.60%
2011	7.61%
2012	6.90%
2013	5.85%
2014	5.71%
2015	5.66%

Major successes achieved and challenges

The decrease in total energy losses since inception of the revenue protection initiatives in 2010 from 9.7% to 5.66% represents a major improvement in efficiency and culminates in an annual saving of some R6.5 million based on the 2014/15 cost of electricity purchases.

Despite the high electricity tariff increases and the resultant lack of growth and reduced consumption in certain consumer categories, for the first time in three years a year on year increase in electricity consumption of 1.8% was realised and the surplus generated by electricity sales has exceeded the budget. This was i.e. achieved by upgrading of electrical networks creating capacity to allow new industrial and commercial developments, further improvement of efficiency, i.e. the decrease of technical and non-technical energy losses as well as the successful implementation of the energy efficiency and demand side management project.

Upon application, R10 million was allocated in 2014/15 by the Department of Energy to improve energy efficiency and implement demand side management measures. The grant was utilized to retrofit 3203 existing obsolete streetlights with energy efficient LED technology units. The project was completed within the financial year, albeit R6 million of the grant was only awarded in October 2014. The actual energy saving was evaluated by an independent measurement and verification specialist. The projected energy saving achieved based on the independent assessment exceeds the projections to the extent that 1699 000 kWh per annum saving is expected, resulting in approximately R1.06 million saving in electricity purchases annually.

100% Completion of all capital projects was achieved in the 2014/15 financial year. This is inter alia attributed to the best practice of undertaking design, preparation of tender documentation, invitation and award of tenders in the previous financial year to allow for the extended delivery periods of electrical distribution network equipment such as substations, transformers and switchgear.

Service provision by municipal entities

None

(b) Households - Electricity Distribution Delivery Levels (2011 Census)

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Other	280	368	648	280	368	648
Electricity	6 950	21 723	28 673	6 950	21 723	28 673

(c) Households - Electricity Distribution Delivery Levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Electricity Distribution	Service connections	519	1.92%	130	5.52%	519	1.92%	130	5.52%

(d) Electricity Distribution performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Households with access to basic level of electricity	1/14-0024	% of urban households with access to electricity	100.0%	100.0%	3	100.0%	100% (15 055 (Mun) and 1875 (Eskom) / 15 055 (Mun) and 1875 (Eskom)	3	100.0%	

2 Indicators from IDP										
4.1.1 Ensure up to date master planning with respect to electricity services	2/12-0075	Annual review of master plan for electricity services completed	Annually or as required - subject to budget	No	0	Yes (annually by June)	Yes	3	Yes (annually by June)	Updated Masterplans for Malmesbury, Darling and Moorreesburg available at Director Electrical Engineering Services. Masterplan for Yzerfontein relevant.
4.1.1 If not sufficient, plan and budget to rectify capacity in line with relevant master plan	2/12-0080	Project(s) to increase electricity services capacity identified and cost estimates submitted for budget purposes	Yes (annually by November)	100%	3	Yes (annually by October for budget purposes)	Yes	3	Yes (annually by October for budget purposes)	
4.2.1 Maintain energy losses at an acceptable level	2/12-0085	% total energy losses (technical + non-technical)	Maintain below 9%	6.1% cumulative	3	Maintain below 9%	5.71% cumulative for Jul -Jun	3	Maintain below 8%	
4.3.1(b) Secure a realistic amount on the annual budget for electricity	2/12-0089	% compliance with Nersa licence condition with respect to 5% of revenue for upgrading and refurbishment annually	50% (supply reasons)	100%	3	100% by 2016	54.6% (2.73% of the 5%)	3	50%	Due to financial constraints 5% of revenue was not allocated in departmental budget.
3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0070	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	

Assets safeguarding	3/14-0002-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management			0	Yes	Yes	3	Yes	
Assets safeguarding	3/14-0002-1	Each director to confirm the existence of all moveable assets within the department at a Management Team meeting			0	Yes (bi-annually by October and April)	Only in October	1.5	Yes (bi-annually by October and April)	KPI not correctly formulated and will be changed in new financial year
Assignments from the municipal manager completed	3/09-0072	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0076-2	% internal actions implemented within agreed time frame	100.0%	N/a	0	100%	N/a	0	100%	
Audit issues resolved	3/09-0076-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	100.0%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0076-4	% of Auditor General's actions implemented within agreed time frame	100.0%	100% in Qtr 4	3	100%	100% in qtr 4	3	100%	
Audit issues resolved	3/09-0076-1	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	N/a	0	90.0%	100%	3.3	90.0%	
Average duration of vacancies reduced	3/10-0029	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	4.9 months average	3	3 months maximum	2.2 months average	3	3 months maximum	
Budget inputs provided by departments	3/09-0071	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	

Capital expenditure in line with budget and time frames	3/09-0064	% of capital budget spent	Between 95% and 105%	99.6%	3	Between 95% and 105%	99.2% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0065	Average % completion of capital projects	95.0% for the year	100.0% for the year	3	95.0% for the year	100.0% for the year	3.2	95.0% for the year	
Communication Strategy implementation	3/14-0016-1	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to the Director Corporate Services			0	Yes (annually by end of May)	No - submitted in June	3	Yes (annually by end of May)	Template was not issued in time
Communication Strategy implementation	3/14-0016-2	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services			0	4	4	3	4	
Correspondence addressed in a timely manner	3/09-0073	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	88.9% average	3.1	90.0%	93.6% average	3.1	90.0%	
Council decision implementation	3/09-0068	% of due council decisions initiated	100.0%	100.0%	3	100%	100%	3	100%	
EPWP monitoring	3/12-0009-1	Number of person days of work created during the financial year	11 792 (achieved in 2011/2012)	1126 for the year	3	11 792 (achieved in 2011/2012)	766 for the year	3		
EPWP monitoring	3/12-0009-2	Number of work opportunities created during the financial year	221 for the whole organisation for the year	18 for the year	3	221 for the whole organisation for the year	4 for the year	3	314 for the whole organisation	
Equal employment opportunity management	3/09-0074	% of employment opportunities applied for appropriate equity appointments	75.0%	100.0%	3	75.0%	100%	4	75.0%	
Invocoms held	3/09-0079	% of invocoms held according to	100.0%	100.0%	3	100%	100%	3	100%	

		approved schedule								
Operating expenditure in line with budget and time frames	3/09-0066	% of operating budget spent	Between 90% and 100%	95.3%	3	Between 90% and 100%	96.2% for the year	3	Between 90% and 100%	
Performance and financial monitoring	3/09-0069	Monthly performance assessments and reconciliation of departmental records of expenditure with finance records done (excluding July and December)	10	10	0	10 months	10 months	3	10 months	
Procurement in line with legal process	3/09-0075	% compliance with SCM policy with the exception of approved deviations	100.0%	99.35% average	3	100%	99.6% average	3	100%	
Productive workforce	3/10-0030	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average	3	4% pm maximum	2% pm average	3	4% pm maximum	
Risk identification and control implementation	3/09-0077	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	Risk assessments are performed by the Shared Services Risk Manager in conjunction with Directorate on a quarterly basis
Workforce training roll-out	3/09-0067	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (2 out of 2 training sessions)	3	100%	
4 Indicators Division Heads										
Appropriately monitor and maintain network infrastructure	4/09-0193	% of main substations inspected	100%	100%	3	100%	100% for the year	3	100% for the year	
Continuously do master planning	4/09-0167	Up to date Master plans available by end of June? (subject to available budget)	Yes	No	0	Yes	Yes	3	Yes (by end of June)	
Ensure proper monitoring of	4/10-0008-1	% of unforeseen power outages	60%	88.1%	4.4	60%	88.9%	4.3	60%	

the Client Service Charter		(electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours					pm average			
Ensure sound safety practices in the provision of electrical service	4/09-0196	Number of reportable safety incidents in terms of legislation	2 pa maximum	0	3	2 maximum for the year	0	3	2 maximum for the year	
Ensure sufficient income to cover costs	4/09-0225	% of expenditure covered by connection income	100%	100%	3	100%	100%	3	100%	
Ensure that disruptions are in line with standards	4/09-0190-1	% average compliance of planned disruptions (monthly) (<8 hrs per incident)	95%	100%	3.2	95%	100%	3.2	95%	
Meet reporting requirements	4/09-0174	Annual Quality of Supply Report submitted by end of October?	Yes	Yes	0	Yes	Yes	3	Yes (by end of October)	
Properly maintain the electricity network	4/09-0180-2	% of maintenance budget spent	95%	93.9%	3	95% for the year	95.7% for the year	3	95% for the year	
Properly maintain the electricity network	4/09-0180-1	Review of maintenance policy and safety plans done by September?	Yes	Yes	3	Yes	Yes	3	Yes (by September)	
Properly manage departmental construction projects	4/09-0191	% of total actual completion according to schedule	90%	100%	3.3	90%	100%	3	90%	
Properly set and operate electrical protection systems	4/09-0168	% of MV trip incidents investigated with report	100%	100%	3	100%	100%	3	100%	

(e) Employees: Electricity Distribution

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	12	12	12	0	0.00%
04 - 06	9	9	9	0	0.00%
07 - 09	7	7	7	0	0.00%
10 - 12	8	8	8	0	0.00%
13 - 15	3	3	3	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	40	40	40	0	

(f) Financial Performance: Electricity Distribution

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R10 914 488	R12 397 620	R12 946 196	R11 720 203	-5.78%
2 Repairs and Maintenance	R1 141 839	R1 504 603	R1 504 603	R1 367 373	-10.04%
3 Other	R142 248 324	R161 929 134	R161 946 430	R155 728 305	-3.98%
TOTAL	154 304 651	R175 831 357	R176 397 229	R168 815 881	

(g) Capital Expenditure: Electricity Distribution

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Electricity	R340 000	R332 000	R322 421	-5.45%	R0
Electricity: Replace old mobile generator	R450 000	R344 500	R341 936	-31.60%	R344 500
Electricity: Energy efficiency and demand side management	R4 000 000	R10 000 000	R10 000 000	60.00%	R0
Housing Phola Park/ Ilinge Lethu: UISP Electrical Services (CRRF)	R	R4 000 000	R3 865 953	100.00%	R4 000 000
Vehicles Electricity: Replace CK24555 (Isuzu truck)	R850 000	R703 948	R703 947	-20.75%	R703 948

Vehicles Electricity: Replace CK23734 (Mobile compressor)	R280 000	R250 344	R250 344	-11.85%	R250 344
Electricity - Housing project 541 erven streetlighting Abbotsdale	R250 000	R250 000	R235 750	-6.04%	R0
Electricity networks: New infrastructure	R4 000 000	R4 000 000	R3 991 123	-0.22%	R0
TOTAL	R10 170 000	R19 880 792	R19 711 474		

(h) Comment on electricity distribution performance overall

PRIORITY OF 4 LARGEST CAPITAL PROJECTS

(1) Klipfontein substations cable interconnections.

The Klipfontein development of which the first phase is under construction as well as commercial complexes being planned, require an increased electricity supply. In terms of the electricity masterplan for Malmesbury a new Eskom supply point was established and electrical infrastructure comprising the Klipfontein regional substations and associated cable networks are required to provide electricity for the developments. The substations and cable networks were extended to the Klipfontein Eskom substation to ensure that electricity will be available upon completion of Phase 1 of the developments.

(2) Energy Efficiency and Demand side Management Project: Phase 2

Grant funding was allocated upon application by the German Government through the Department of Energy to implement projects to improve energy efficiency and reduce the maximum demand of municipal infrastructure and facilities. For 2014/15 inefficient and obsolete technology streetlights in Malmesbury, Moorreesburg, Darling and Yzerfontein were replaced with new luminaires utilizing energy efficient lighting technologies. The project was completed successfully and the actual saving achieved was verified by an independent Certified Energy Manager. The baseline target was exceeded by 30% inasmuch the energy saving realised is 1 699 000 kWh per annum and 1 496 tons of carbon dioxide emissions are eliminated per annum.

(3) Upgrading of electrical infrastructure

One of the largest capital projects is the on-going annual replacement, upgrading and refurbishment of obsolete electrical network components and infrastructure. The electrical networks have exceeded their design lifespan of 40-50 years and in terms of NERSA license conditions all municipalities are required to allocate at least 6% of electricity revenue towards this end. The priority is to first replace network components such as obsolete switchgear where operator safety is at risk and subsequently medium voltage and low voltage networks.

The following largest projects in this regard were completed in 2014/15: *Upgrade of cable networks, medium voltage switchgear and mini-substations in Malmesbury, Darling, Moorreesburg and Yzerfontein*

The projects were successfully completed to increase the capacity of cable circuits and to replace obsolete switchgear which utilized bulk oil technology and represented a significant safety risk of explosion and associated oil vapour fire and arc flash while being operated, with probable injury or fatality of operators.

(4) Chatsworth: Additional Street lighting

Chatsworth is located in the Eskom area of electricity supply, however in terms of Eskom's mandate, street lighting is not their responsibility. The street lighting in Chatsworth is

generally inadequate and based on requests received from the community, the municipality planned projects for the provision of additional street lights and budgeted for phase 3 in the 2014/15 financial year. Phases 1- 3 of the project comprising 156 new street lights were completed successfully.

VARIANCES BETWEEN BUDGET AND ACTUAL

The variances between budget and actual achieved are minimal and within the required performance parameters set. The total capital budget variance is 0.8%. The year 5 targets as set out in the IDP can be attained provided that the approved budget provisions can be maintained.

PERFORMANCE RELATED TO ESKOM AGREEMENTS

The performance related to agreements reached with Eskom pertaining to upgrading and increased capacity is as follows:

New 132/11kV substation and additional point of supply of 6MVA for Malmesbury: Project construction completed with commissioning expected by January 2016. The revised Eskom completion program facilitates connection of the initial phases of the developments upon completion.

3.2.4 REFUSE REMOVAL

(a) Introduction

A weekly household refuse removal service is available for all urban households in the Swartland, but rural household/farms etc. do not have a refuse removal service. Only a few farms close to town are serviced if capacity allows it. All farms and rural households however can make use of Swartland Municipality's landfill sites on request. The challenge for Swartland Municipality this year was to combat illegal dumping, increase recycling and the licensing of unlicensed communal landfill sites inherited from the smaller municipalities. The clearing of illegal dumping stays a challenge and take much of our resources. The traffic reservists patrolling the urban areas make a difference in some cases. Clearing of illegal dumping of household refuse is done on a daily basis in each town and clearing of illegal dumping of building rubble and garden refuse each month in all towns. Recycling igloos are available at 10 schools apart from the fact that every town has recycling igloos available for the public to recycle. Two private Swop shops, one in Darling and one in Paardeberg at a farm school are still in progress and are supported by Swartland Municipality and mr Hein Baumgarten who buys their products.

The recycling that was done at the Highlands landfill site last year and this year was about 27%/volume with the upgrading of the plant last year. Over 40% more than the previous year were recycled and 16 new jobs were created. Sweeping of sand in streets created jobs for 97 EPWP workers during the year. All the towns benefited from this job creation. Car refuse bags, license stickers as well as advertising awareness boards were made. 12 Matriculated students helped with refuse surveys, awareness programs at schools and in the community, illegal dumping surveys, recycling etc. as to come familiar with waste management.

Equitable Share helps indigent families that cannot pay their refuse bills. However refuse removal services are delivered even if people do not pay. For those poor communities without transport to take refuse to the landfill sites or transfer stations, bulk refuse bins are placed at strategic points for their convenience. Three of these bins at strategic points are manned 7 days a week and another one only over weekends.

In Kalbaskraal, Riverlands and Chatsworth a local contractor, Burton Niemand renders the refuse removal and street cleaning service for Swartland Municipality. In Malmesbury, Riebeek West and Riebeek Kasteel the street cleaning services and cleaning of public toilets are rendered by Tshayela Projects. Both these projects are out on tender for three years as from mid 2014.

The Highlands landfill site and recycling plant are managed by mr Hein Baumgarten. Highlands is the main landfill site for Swartland Municipality and about 95% of all Swartland's household waste is received at Highlands. Recently Highlands received the highest evaluation percentage in the Western Cape namely 98%. Highlands apart from receiving all household refuse from the eleven towns of Swartland, also receive the household refuse from Bergriver Municipality.

(b) Households - Refuse Removal Delivery Levels (2011 Census)

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Removed by local authority/private company at least once a week	750	21 578	22 328	750	21 578	22 328

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Communal refuse dump	1 068	151	1 219	1 068	151	1 219
Own refuse dump	4 656	210	4 866	4 656	210	4 866
Removed by local authority/private company less often	258	63	321	258	63	321
No rubbish disposal	248	60	308	248	60	308
Other	250	30	280	250	30	280
TOTAL	6 480	514	6 994	6 480	514	6 994

(c) Households - Refuse Removal Delivery Levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Refuse Removal	Kerbside collection once a week	6 796	25.20%	198	8.40%	6 796	25.20%	198	8.40%

(d) Refuse Removal performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Clean all municipal roads to an acceptable standard	4/09-0058	Number of legitimate written complaints regarding dirty roads received	5 pm maximum	1.4 pm average	3	5 pm maximum	1.4% pm average	3	5 pm maximum	
Continuously monitor the Highlands site	4/09-0056	Quarterly monitoring meetings held?	Yes	Yes	0	4	4	3	4	
Ensure that all Swartland residents have access to a high quality and continuous refuse removal service	4/09-0051-4	Number of legitimate complaints regarding refuse removal	5 pm maximum	3.65 pm average	2.9	5 pm maximum	2.8 pm average	3	5 pm maximum	
Manage waste sites in an environmentally sensitive manner	4/09-0055	% of waste sites that comply with legal requirements and standards	80%	87% in Qtr 4	3.3	80%	91%	3.4	80%	
Promote a clean environment through recycling	4/09-0057	% of quarterly recycling target met	27%	30.28% average	3.4	27%	31.4% pm average	3.5	27% pm average	

(e) Employees: Refuse Removal

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	50	49	50	1	2.00%
04 - 06	5	5	5	0	0.00%
07 - 09	10	10	10	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	68	67	68	1	

(f) Financial Performance: Refuse Removal

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R9 652 204	R10 117 395	R10 462 959	R10 128 241	0.11%
2 Repairs and Maintenance	R4 788 326	R5 574 386	R5 274 386	R4 955 855	-12.48%
3 Other	R8 226 704	R11 271 157	R11 290 293	R9 717 050	-15.99%
TOTAL	R22 667 234	R26 962 938	R27 027 638	R24 801 146	

(g) Capital Expenditure: Refuse Removal

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Refuse bins, traps, skips (Swartland)	R24 684	R24 684	R24 394	-1.19%	R0
Water: Lowbed trailer for machinery	R400 000	R415 000	R415 000	3.61%	R415 000
Vehicles Refuse: Replace CK41806 (Nissan truck UD330)	R1 000 000	R1 220 110	R1 220 110	18.04%	R1 220 110
Equipment Refuse Removal	R30 900	R15 307	R14 815	-108.57%	R0
Vehicles Refuse: Replace CK19234 (Truck)	R400 000	R349 386	R349 386	-14.49%	R349 386
TOTAL	R1 855 584	R2 024 487	R2 023 705		

(h) Comment on refuse removal performance overall

The two largest capital projects were the purchase of a new refuse truck for the Riebeek Valley, a street cleansing truck and a lowbed to transport machines of Swartland Municipality between towns so as to limit expenditure.

All refuse landfill sites of Swartland Municipality are now officially licensed and externally audited annually.

3.2.5 HOUSING**(a) Introduction**

Swartland Municipality's strategy is to promote, facilitate and develop integrated and sustainable human settlements. The Human Settlement Housing Pipeline of the Municipality is of great importance as it allows the Municipality to clearly and concretely present their municipal housing strategy in terms of specific housing projects with accompanying budgets for the short, medium and long term.

The successful completion of some projects is however subject to some bulk infrastructure upgrades.

(b) Percentage of households with access to basic housing (2011 Census)

Census Year	Households In Formal Settlements	Households In Informal Settlements	Total Number Of Households
2011	26 964	2 357	29 321

(c) Housing performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
5.2.4 Finalise integrated human settlement plan and submit to council for final approval	2/12-0109-2	Housing pipeline revised	Annually by March	No	1	Yes (annually by April)	Yes (12 Nov 2014)	3	Yes (annually by April)	
5.2.4 Finalise integrated human settlement plan and submit to council for final approval	2/12-0109-1	Document approved (subject to finalisation of BESP)	July 2014	N/a	0	Yes (by Nov 2014)	Yes (in March)	3	Annual review complet	

									ed by Novemb er	
4 Indicators Division Heads										
Development of a human settlement plan	4/09-0130	Housing pipeline reviewed by Council by March?	Yes	N/a	3	Yes	Yes	3	Yes (annually by March)	
Effectively administer Council resources	4/09-0122	% of flats allocated within one month after being vacated	100%	100%	3	100%	100%	3	100%	
Ensure that all new home owners are informed and aware of responsibilities and rights	4/09-0129	Number of training sessions held	10 per annum	3 for the year	3	10 for the year	10 for the year	3	10 for the year	
Ensure that housing access is provided in line with planning	4/09-0124	Number of top structures completed	384	210 for the year	1.6	392	392 for the year	3	392 for the year	
Maintain functional structures to address housing issues	4/09-0127	Number of housing committee/ site/ technical meetings held	20 for the year	28 for the year	4.2	20 for the year	33 for the year	4	20 for the year	
Provide an effective and client orientated housing service	4/09-0123-1	% of available housing funds spent	100%	79.7%	3	100%	51.4% for the year	3	100% (R20 530 000 p.a.)	Underspending the result of delayed project approvals as well as the delayed implementation of Wesbank flats upgrading, Phola Park (PHP) Phase 1 and Ilinge Lethu/Phola Park (IRDP) Phase 2 and 3. Chatsworth housing project also did not realise as a result of HDA not making the

										land available.
Provide an effective and client orientated housing service	4/09-0123-2	% of contractors paid within 30 days from receiving a certified invoice	100%	100%	3	100%	100%	3	100%	
Support disaster victims on a continuous basis	4/09-0125	% disaster victims supported	100%	100%	3	100%	100%	3	100%	

(d) Employees: Housing Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	2	1	50.00%
07 - 09	0	0	0	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	3	1	

(e) Financial Performance: Housing Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 128 772	R1 232 770	R1 073 412	R974 184	-26.54%
2 Repairs and Maintenance	R39 543	R40 000	R80 000	R77 830	48.61%
3 Other	R328 962	R512 903	R511 283	R763 430	32.82%
TOTAL	R1 497 277	R1 785 673	R1 664 695	R1 815 444	

(f) Capital Expenditure: Housing Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Housing Abbotsdale: Internal Services (Streets and Storm water)(CRRF)	R895 952	R895 952	R895 952	0.00%	R0
Housing Chatsworth UISP: Streets and Stormwater	R0	R3 250 000	R0	0.00%	R3 250 000
Housing Chatsworth UISP: Sewerage Services	R0	R1 000 000	R0	0.00%	R1 000 000
Housing Abbotsdale: Wall along N7	R0	R828 550	R0	0.00%	R828 550
Housing Phola Park/ Ilinge Lethu: UISP Sewerage Services (DHS)	R0	R3 502 000	R2 602 543	100.00%	R3 500 000
Housing Phola Park/ Ilinge Lethu: UISP Water Services (DHS)	R0	R2 625 000	R1 007 113	100.00%	R2 625 000
Housing Chatsworth UISP: Water Services	R0	R750 000	R0	0.00%	R750 000
Housing Phola Park/ Ilinge Lethu: UISP Streets & Stormwater (DHS)	R0	R8 151 200	R4 077 872	100.00%	R11 151 200
Housing Phola Park/ Ilinge Lethu: Fencing	R0	R500 000	R0	0.00%	R500 000
Housing Abbotsdale: Professional Fees (DHS)	R0	R111 000	R3 080	100.00%	R0
Housing Phola Park/ Ilinge Lethu: Professional Fees	R0	R3 221 800	R1 278 251	100.00%	R223 800
TOTAL	R895 952	R24 835 502	R9 864 811		

(g) Comment on Housing performance overall

During the financial year under review the Municipality manage to construct 381 houses (IRDP) in Abbotsdale and also repair 41 storm damage houses in Rosenhof, Moorreesburg under the Emergency Housing Programme (EHP).

3.2.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

(a) Introduction

The criteria for assistance to indigent households, in terms of the Credit Control and Debt Collection Policy of Swartland Municipality, entails the following:

- an owner of a property with a municipal valuation of R115 000-00 or less, who is resident on such a property will automatically qualify for indigent subsidy; or
- where the property that is occupied by the owner is valued at more than R115 000-00, but the combined income of all the persons residing on the property, does not exceed four (4) times the old age grant paid by the State; or

- where the occupier is not the owner of the property and the combined income of all the persons residing on the property, is equal to or less than four (4) times the old age grant paid by the State.

None of the persons residing on a property, mentioned above, may own any other immovable property.

Subject to sustainability and affordability, financial assistance to an indigent owner or tenant will be appropriated as follows:

- 50kWh electricity per month (not transferable from one month to another);
- sewerage fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;
- fees for refuse removal;
- 9kl of water per month (approximately 320 - 325 litres of water per day as permitted by the water demand management meter);
- rates payable to a maximum amount calculated at the tariff multiplied by R100 000; and
- 5 refuse removal bags per month (not transferrable from one month to another).

(b) Free Basic Services To Low Income Households (current year)

Total Number Of Households	Number Of PoorHouseholds	
19 086	8 173	
Service Name	Households	Percentage
Electricity Distribution	8 173	100.00%
Rates Services	8 173	100.00%
Refuse Removal	8 173	100.00%
Sewerage Services	8 173	100.00%
Water Services	8 173	100.00%

(c) Financial Performance: Cost to Municipality of Free Basic Services Delivered (current year)

Service	Original Budget	Adjustment Budget	Actual
Electricity Distribution	R1 656 561	R2 433 336	R2 182 101
Rates Services	R2 097 996	R3 825 481	R2 055 241
Refuse Removal	R6 278 481	R9 896 540	R8 917 594
Sewerage Services	R11 442 486	R17 102 769	R14 951 898
Water Services	R2 912 925	R3 928 172	R1 838 844

(d) Comment on free basic services and indigent support

The following services are subsidised to indigent households:

- 50kWh electricity per month (not transferable from one month to another);
- sewerage fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;
- fees for refuse removal;
- 9kl of water per month (approximately 320-325 litres of water per day as permitted by the water demand management meter);
- rates payable to a maximum amount calculated at the tariff multiplied by R100 000; and
- 5 refuse removal bags per month (not transferrable from one month to another).

All the new low-cost housing schemes have immediate access to free basic services. Swartland Municipality also assist indigent households situated in areas where Eskom is the service provider for electricity with free basic electricity in terms of a service agreement entered into between Swartland Municipality and Eskom.

Free Basic Services to indigent households have increased from 5 343 on 30 June 2014 to 8 173 on 30 June 2015.

3.3 ROAD TRANSPORT

3.3.1 PROCLAIMED ROADS, STREETS AND STORM WATER

(a) Introduction

ROADS

The urban road network in Swartland Municipality comprises 80km of gravel roads and 305km of permanently surfaced roads.

Eradicating the backlog in gravel roads remains a major focus area. The detail design and procurement process for the upgrading of various gravel roads in the municipal area to a permanently surfaced standard were completed. The construction phase of this project will follow in the 2015/2016 financial year.

Securing sufficient funding for the maintenance of roads remain a challenge and therefore the municipality has taken a strategic decision to increase the spending on infrastructure maintenance.

Master planning is kept up to date to ensure that the road network is sufficient for future growth and to implement upgrading projects timeously. In this regard there are continuous engagement with provincial and national roads authorities.

STORM WATER

The storm water drainage network in urban areas in the Swartland municipal area comprises a piped system and open drainage channels with a length of approximately 191 km. The drainage system is in a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks and this causes flooding during winter. The upgrading of roads however contributes to the addressing of this backlog as storm water drainage is installed together with the construction of roads.

The misuse of the storm water system remains a matter of concern. Blockages that cause flooding frequently occur due to foreign matter entering drainage pipes. Maintaining and cleaning the system is an ever increasing expense and effort.

(b) Kilometres Gravel Road Infrastructure

Total Gravel Roads	New Gravel Roads Constructed	Gravel Roads Upgraded To Tar	Gravel Roads Graded / Maintained
79	0	1	80

(c) Kilometres Tarred Road Infrastructure

Total Tarred Roads	New Tar Roads	Existing Tar Roads Retarred	Existing Tar Roads Resheeted	Tar Roads Maintained
306	1	0	9	305

(d) Kilometres Storm water Infrastructure

Total Stormwater Measures	New Stormwater Measures	Stormwater Measures Upgraded	Stormwater Measures Maintained
192	1	0	191

(e) Cost of Construction/Maintenance - Roads

Gravel New	Gravel - Tar	Gravel Maintained	Tar New	Tar Re-Worked	Tar Maintained
0	0	R10 478 569	R1 713 007	R6 550 000	R27 695 267

(f) Cost of Construction/Maintenance – Storm water

New Stormwater Measures	Upgraded Stormwater Measures	Maintained Stormwater Measures
1	0	R6 290 099

(g) Streets and Storm Water performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.3.2 Secure an increased amount on the operating budget for routine maintenance of roads and storm water	2/12-0091	Percentage of annual budget allocated for roads and storm water in terms of depreciated value of assets made available for upgrading and refurbishment.	35% by 2016	2.31%	0	35% by 2016	2.04% of the depreciated asset value	3	7.5% of the depreciated asset value	
4.3.3 Maintain current condition of gravel roads	2/13-0030	Amount on operating budget available for maintenance of gravel roads	R250 000 p.a. by 2016	R0	0	R250 000 p.a. by 2016	N/a	0		KPI moved to 2015/2016 financial year
4 Indicators Division Heads										
Ensure client orientated service provision	4/09-0032-1	% of new street accesses completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Ensure client orientated service provision	4/09-0032-2	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	100%	3	100%	100%	3	100%	
Implementation of planned road maintenance activities	4/09-0031-2	% of the operating budget allocated for maintenance spent	95%	95.5%	3	95% for the year	100% for the year	3.2	95% for the year	

(h) Employees: Streets and Storm Water

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	46	41	46	5	10.87%
04 - 06	5	5	5	0	0.00%
07 - 09	19	17	19	2	10.53%
10 - 12	4	4	4	0	0.00%
13 - 15	2	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	76	68	75	7	

(i) Financial Performance: Streets and Storm Water

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R10 586 395	R11 537 575	R11 841 319	R10 913 838	-5.72%
2 Repairs and Maintenance	R3 906 433	R4 132 455	R4 132 455	R4 171 712	0.94%
3 Other	R29 105 246	R30 253 931	R30 488 687	R29 378 385	-2.98%
TOTAL	R43 598 074	R45 923 961	R46 462 461	R44 463 935	

(j) Capital Expenditure: Streets and Storm Water

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Vehicles Water: New Bakkie CK47091 (1 Ton Bakkie with Canopy)	R0	R226 900	R226 900	100.00%	R226 900
Roads: Resealing/upgrading of roads and sidewalks (Swartland)	R6 550 000	R5 894 479	R5 870 175	-11.58%	R0
Roads: Planning of Barocca Street and construction of Hill Street	R2 000 000	R2 129 568	R1 989 335	-0.54%	R2 163 314
Equipment Streets and Stormwater	R78 000	R74 213	R74 213	-5.10%	R0
Vehicles Roads: Replace CK34201 (Trailer)	R80 000	R44 700	R44 700	-78.97%	R44 700

Storm water: Replace part of channel under Voortrekker Street	R500 000	R500 000	R500 000	0.00%	R500 000
Harbour: Resealing of Harbour Platform (Yzerfontein)	R827 000	R1 510 521	R1 509 823	45.23%	R1 510 521
Roads: Building of Streets: Planning (Phase 1)	R700 000	R601 530	R601 528	-16.37%	R600 000
Pedestrian Pathways: Swawel Street Malmesbury	R400 000	R239 541	R239 397	-67.09%	R207 325
Roads: Yzerfontein: Streets, Parking Area & Pavements (Buitekant Street/HP215)	R0	R331 250	R331 156	100.00%	R331 250
TOTAL	R11 135 000	R11 552 702	R11 387 227		

(k) Comment on the performance of proclaimed roads and streets overall

The major projects were the construction of Hill and Barocca street in Malmesbury, the resealing of 9.45km of roads in the Swartland area and the construction of a 150m pedestrian pathway in Swawel Street. The projects were implemented according to the service delivery and budget implementation plan.

The IDP has seven strategic outcomes and the provision of roads is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

(l) Comment on the performance of storm water overall

The IDP has seven strategic outcomes and the provision of storm water is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

Nine and a half kilometres of existing permanently surfaced roads were resurfaced at a cost of R6 550 000 and pedestrian pathway to the value of R400 000 was constructed in Swawel street in Malmesbury.

3.4 PLANNING AND DEVELOPMENT

3.4.1 INTRODUCTION

This municipality has approved its new Spatial Development Framework in May 2012. This document sets out broad principles to give direction to future developments, as well as where such developments can take place within the demarcated urban edges of all towns and in the rural areas. All land use planning applications being evaluated against the broad principles before recommendations for decision making be made.

In 2014 this municipality has developed certain addendums to enhance the existing 2012 document. These addendums includes the following, namely - Priority Action Plans; Hydrology; Renewable Energy; Yzerfontein Alternative Uses; Demographic profile; Minimum Erf Sizes; and alignment with adjoining municipalities. This review and small amendments have been accepted and approved by Council.

This municipality has furthermore also compiled a set of integrated zoning scheme regulations applicable to the total area of Swartland which came into effect on 1 April 2014.

These two documents, together with sufficient bulk infrastructure create the opportunities for economic development to take place in order to broaden the development footprint of Swartland. The challenges lies to attract the right development at the right time and place in order to utilise such bulk infrastructure as provided to create value for money.

3.4.2 PLANNING, VALUATIONS AND BUILDING CONTROL

(a) Introduction

The main elements of our planning strategies lies in spatial planning and land use management principles. Both these documents have been completed and can easily be used in evaluating development applications.

All land use applications whereby the total process is an internal one and whereby no objections have been received within the public participation are finalised within 90 days.

With regards to building control a performance indicator of 30 days has been set to finalise and/or approved building plans. All building plans have been finalised or approved within the said period and the result is electronically measured monthly. The actual result is 9 days.

The Town Planning Section assists the Building Control Section to such an extent that all town planning matters are clarified before building plans are officially submitted to the Building Control Division.

Our new general valuation process has been started and all field work and data collection have been completed within this financial year. The process is on track for implementation of the new valuation roll on 1 July 2016.

(b) Applications for Built Environment

	Subdivision		Rezoning		Building Plans	
Application Category	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year
Determination made in year of receipt	41	30	27	31	1003	843
Applications withdrawn	0	1	0	0	0	0
Determination made in following year	2	2	0	1	70	45
Planning application received	44	42	30	45	1073	888
Applications outstanding at year end	1	9	3	13	7	45

(c) Planning, Valuation and Building Control performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
5.2.2 Do a study with respect to climate change and scarce natural resources	2/12-0104	Study completed	By June 2013	First draft completed	3	Yes (by June 2015)	Yes (in Dec 2014)	3	Yes (by June 2015)	
4 Indicators Division Heads										
Continue the process of data cleansing and to reconcile properties on the financial system (Promun) to that of the Deeds Office, Surveyor-General's office as well as the Valuation Roll	4/13-0007	Report quarterly on process of data cleansing	Yes	Yes	0	4	4	3	4	
Ensure implementation of the Spatial Development Framework	4/09-0139-4	SDF reviewed annually by end of May?	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure implementation of the Spatial Development Framework	4/09-0139-5	Action plans prioritised and linked to budget (subject to	By November	Yes	0	Yes	Yes	3	Yes	

		availability of funds) by November								
Ensure proper monitoring of the Client Service Charter	4/10-0013-3	% of land use applications processed within 14 days	100%	100%	3	100%	100%	3	100%	
Ensure that properties are valued correctly	4/09-0143	Supplementary valuation role updated bi-annually by Dec and Jun?	Yes	Yes	0	Yes	Yes	3	Yes	
Establish good relationships with planning and building related consultants	4/10-0014	Annual capacity building meeting with planning and building related consultants held?	Yes	Yes	0	Yes	Yes	3	Yes	

(d) Employees: Planning, Valuation

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	3	0	0	0	0.00%
13 - 15	3	3	3	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	9	5	5	0	

(e) Employees: Building Control

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	3	3	3	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	5	5	0	

(f) Financial Performance: Planning, Valuation

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 593 839	R2 849 227	R2 925 483	R2 631 481	-8.27%
2 Repairs and Maintenance	R0	R0	R40 000	R85 932	100.00%
3 Other	R1 407 593	R3 965 377	R3 239 052	R3 022 513	-31.19%
TOTAL	R4 001 432	R6 814 604	R6 204 535	R5 739 926	

(g) Financial Performance: Building Control

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 762 727	R1 827 019	R1 914 467	R1 908 490	4.27%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
3 Other	R40 955	R34 474	R34 554	R35 569	3.08%
TOTAL	R1 803 682	R1 861 493	R1 949 021	R1 944 059	

(h) Comment on Planning, Valuations and Building Control overall

No comment.

3.4.3 LOCAL ECONOMIC DEVELOPMENT

(a) Introduction

The overall picture that emerged from both the PACA (20-24 January 2014) and the strategic conversation was that Swartland as a locality was doing well, as evidenced by its population growth rate exceeding the national average by 50%. However, as always there are areas where improvement can be made; opportunities that can be capitalised on; and also constraints that could be addressed while overall commitment and alignment to the IDP is maintained. Based on the outcomes of the process the strategic themes to be priorities in the medium term are as follows:

Job Creation and Inclusive Development

Key roles that the Municipality can play are:

- Identify and deploy municipal assets such as land, buildings and/or commonage for deployment on a social enterprise basis to enable local citizens to be able sell small enterprise developed fruit, vegetables, consumer goods, and arts and crafts.
- Cluster support and resources to develop local people both by formal training and 'learning-by-doing' to be able them to enter into the market and constantly improve their skills and product range.

Alignment of Capabilities to Potential

The areas where the Municipality will seek transformational outcomes are:

- Intensive engagement tertiary education providers to align their curricula with the opportunities that will manifest.
- Partnerships to establish incubators where residents can gain practical experience to equip them for jobs or small enterprise opportunities in these sectors.
- Work with existing, and or support new, associations that can demonstrate a capability to develop the leadership needed to inspire a culture of excellence in education and overall work ethic.

Better and More Accessible Information

The role that the Municipality can play is twofold:

- Collaborate where possible, influence where necessary, the process of making broadband internet available to all communities within the municipality.
- Establish and continuously improve a communication platform and information database.

Municipal Responsiveness

The priority outcomes are:

- Systematically evaluate and streamline bureaucratic processes for growth, development and economic priorities.
- Engage with small towns and peripheral localities to understand aspirations, value and principles and formulate development charters to guide future decisions.
- Continuously evaluate municipal operational processes and organisational culture to ensure relevance and effectiveness of service offerings.

(b) Jobs Created by LED Initiatives (Excluding EPWP projects)

Description	Tender Number	Jobs Created	Jobs Lost	Net Total Jobs	Method
Collection of solid waste for Chatsworth, Riverlands and Kalbaskraal	T23/13/14	8	0	8	
Repairing of Darling Swimming Pool	T01/14/15	4	0	4	
Upgradering of Water Network	T38/13/14	12	0	12	
Construction of streets in various towns	T18/14/15	47	0	47	
Supply and delivery of Energy Efficient Streetlights	T20/14/15	13	0	13	
Street Cleansing Services (hand swiping) for Malmesbury, Riebeek West, Riebeek Kasteel and PPC	T13/14/15	46	0	46	
Cleansing Services at municipal offices	T21/14/15	4	0	4	
Supply and delivery of Energy Efficient Streetlights	T11/14/15	4	0	4	
Electrification of UISP housing, Phola Park	T19/14/15	10	0	10	
Streets, sidewalks and civil works for astro hockey field	T05/14/15	10	0	10	

(c) Job creation through EPWP projects

Number Of Projects	Number Of Jobs	Notes
14	128	

(d) Local Economic Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Jobs created through municipality's LED initiatives including capital projects	1/14-0026	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100 for the year	75 for the year	3	100 p.a. based on the 2013/2014 figure	141 for the year	3	100 for the year	

2 Indicators from IDP										
1.1.3 Facilitate new businesses to establish in the area	2/13-0048	Report to MayCo on the number of engagements with potential investors and stakeholders to bring growth to the area and the number of successes	By June 2014	Yes	3	Yes (by July annually)	Yes	3	Yes (annually by June)	Yes for 2014/2015 (Mayoral Committee 22 July 2015)
1.1.3 Marketing of Swartland to attract new economic development	2/14-0011	Marketing plan for Swartland as a preferred destination developed			0	Yes (by December 2014)	No	0	Yes (by June 2016)	The process has commenced with the 5 Dec 2014 workshop and report from John Lawson.
5.3.1 Complete LED strategy and action plan and align to the District wide competitiveness project	2/12-0112	Draft document approved	End of March 2014	Yes	3	Yes (by August 2014)	Yes	3	Strategy and action plan approved by November 2015	Draft document approved. Working on refinement
3 Indicators Directors										
LED fund management	3/09-0012	% of the LED funds actually spent	90% for the year	82.2% for the year	3	90% for the year	29.6% for the year	1	90% for the year	The following items were intended for payment from the LED fund but were eventually paid from other sources: Riseup Bakery, determination of DC's for Darling and Yzerfontein, KykNet Outdoor Expo, Berg River Canoe Marathon and John Lawson.
Liaison with business role-players	3/09-0001	Annual event with local business	Yes (before	Yes	0	Yes	Yes - 6	3	Yes	

		held	end of June)			(before end of June)	events		(before end of June)	
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(e) Comment on Local Economic Development overall

The Medium Term Economic Development Strategy that was completed in February 2014 will be refined by doing the following:

- Assess the Strategy from the point of view of the Maturity Assessments
- Merge the findings of the Strategy and the Maturity Assessment
- Incorporate the outcomes of the Maturity Assessment into the Strategy
- Add to the recommendations in the Strategy as is necessary
- Add a component with a detailed analysis of the current economic situation in Swartland
- Incorporate relevant findings and recommendations of the Growth Potential of Towns Study of November 2013
- Incorporate relevant aspects from the Schutte survey.

3.5 COMMUNITY AND SOCIAL SERVICES

3.5.1 COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES

(a) Introduction

The Community Development division consists of a manager, two community development officers and one Thusong Service Centre Officer who are supported by two administrative assistants, a project administrator, caretaker and part time cleaner. The project administrator and one administrative assistant were incorporated as permanent staff in March 2015. The team worked hard to achieve goals and to work more integrated. This was demonstrated with collaborative projects like the Thusong outreaches and Road shows of the Swartland Social Development Forum. This enabled the programmes to continue despite sick leave or annual leave by some staff members towards seamless service delivery within the division. Also the division reached out to communities together with NGO and government partners to provide integrated service delivery in the social sector. The division also made a shift towards outcome based programmes and not once off projects. Furthermore programmes were implemented together with the beneficiaries and were focussed on establishing structures that will make it easier for communities to work in collaboration with service providers. This approach stems from the vision of the Swartland social development policy and strategy 2013 to strengthen the social fabric of the community. Below follows the results of implementing this approach in practice.

(b) Community Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
5.1.1 Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration	2/12-0097	Report submitted	By October 2013	Yes	3	Yes (annually by October for budget purposes)	Yes - 27 Oct 2014	3	Yes (annually by October for budget purposes)	
4 Indicators Division Heads										
Promote access to social development services for vulnerable people	4/09-0116-1	Number of people reached through government services at the Illinge Lethu Thusong centre	300 pm	788 pm average	4.3	300 pm	1120 pm average	5	300 pm	
Promote access to social development services for vulnerable people	4/09-0116-4	Annual progress reports from organisations benefiting from the Municipality submitted by March	By March	Yes	0	Yes	No, in June only	0	Yes	Received payouts in June
Promote access to social development services for vulnerable people	4/09-0116-3	Home gardens established in collaboration with Dept of agriculture in 5 towns of the Swartland Area by end of June?	By end of June	Yes	0	Yes	Yes	3	Yes	
Promote access to social development services for vulnerable people	4/09-0116-2	Number of life skills programmes per year	4.7 pm average	3.6 pm average	3.4	At least 36 for the year	52 for the year	4.3	At least 36 for the year	
Promote the capacity of young adults	4/09-0115-1	Number of youths from the whole Swartland community assisted to access economy	2500 pa	3091 for the year	3.7	2500 for the year	2196 for the year	2.6	2500 for the year	3 months without youth worker. Education Department would

										not allow Grades 9, 10 and 11 to attend the career exhibition.
Promote the coordination of social development	4/13-0004	Number of meetings with Social Development Forum	4 for the year	10 cumulative	3	4 for the year	6 for the year	4	4 for the year	
Promote the development of child facilities	4/09-0114-1	Number of capacity building sessions with ECD organisations in the Swartland	10 pa	18 for the year	5	10 for the year	26 for the year	4	10 for the year	
Support local economic development through skills development (with special emphasis on towns with low development potential)	4/09-0118-1	Number of training workshops held	2 pa	9 for the year	5	2 for the year	7 for the year	4	2 for the year	

(c) Thusong Service Centres performance results

There are no separate indicators and targets for Thusong Service Centres.

(d) Employees: Community Development

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	1	0	0	0	0.00%
04 - 06	1	0	0	0	0.00%
07 - 09	0	1	1	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	4	4	0	

(e) Employees: Thusong Service Centres

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	1	1	1	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	2	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	3	3	0	

(f) Financial Performance: Community Development

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R277 850	R321 428	R320 378	R338 659	5.09%
1 Employees	R1 108 924	R1 412 519	R1 372 388	R1 261 509	-11.97%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
TOTAL	R1 386 774	R1 733 947	R1 692 766	R1 600 168	

(g) Financial Performance: Thusong Service Centres

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R611 414	R659 360	R641 635	R602 514	-9.43%
3 Other	R45 374	R81 375	R83 791	R64 228	-26.70%
2 Repairs and Maintenance	R6 028	R1 281	R1 281	R910	-40.77%
TOTAL	R662 816	R742 016	R726 707	R667 652	

(h) Capital Expenditure: Community Development

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Community Development: Multi-purpose facility (Wesbank)	R3 100 000	R0	R0	0.00%	R0
TOTAL	R3 100 000	R0	R0		

(i) Capital Expenditure: Thusong service centres

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

(j) Comment on the performance of Community Development and Thusong service centres overall

An extensive range of programmes and projects were carried out in the field of social development in 2014/2015. Programmes were implemented according to the five focus areas of the Swartland Social Development Policy and Strategy 2013 focussing on child facilities/development, youth development, co-ordination and collaboration, access to economy, vulnerable groups.

Child facilities and development

A total of fourteen capacity building sessions were organised for the Early Childhood Development Sector. The ECD forum also has been capacitated to the level where they now organise their own functions and implement their own yearly programme.

Youth development

In terms of youth development 2196 were linked with opportunities in order to access the economy and information was distributed to an additional 502 people average per month. Furthermore youth were linked to facebook page (677 likes) where information was made available regarding job and study opportunities. Youth representatives were taken to a camp to devise improved youth driven communication channels. This camp led to the mobilisation of 427 youths to assist with holiday programmes over the June holiday reaching 6434 children.

Collaboration and coordination

In terms of collaboration and co-ordination, Swartland Municipality funded road shows of the Swartland Social Development Forum to five communities to strengthen the relationships with communities in fighting social ills. The Local Drug Action Committee has also been strengthened via the road shows and is regarded by SALGA as a best practice in the Western Cape Province with regard to stakeholder and community involvement. Various programmes were implemented, from a substance abuse helpline to a march against selling of illegal substances and a multi disciplinary support group. The internal social development committee also was well established during 2013-2014 and had success in

making social media available by the IT department for the youth office in order to give information to the youth on opportunities. The Civil Department did an assessment of the accessibility of municipal buildings for wheel chair users, which enables the municipality to work towards universal accessibility of facilities.

Access to economy

To provide access to the economy, seven capacity building sessions were organised for entrepreneurs in collaboration with NYDA and the Afrikaanse Handelsinstituut. A total of 206 youth was placed in other training opportunities. A disabled employment workshop linked disabled work seekers with the Employment Services database of the Department of Labour.

Vulnerable groups

For assisting vulnerable groups, home gardens were established in five towns and 82 people were trained during 2014-2015. Training gardens were established in Darling, Riebeek West and Abbotsdale from where training took place. Subsidies of council paid R676 393 to 12 Old Age homes and subsidies to the amount of R269 000 to other organisations serving vulnerable groups (children in need, homeless people, disabled people). The Thusong programme, by means of the Thusong Service Centre and outreach programmes reached 1117 people per month by assisting them to access essential government services.

Poverty was addressed by expanding the Thusong Service Programme to all towns of the Swartland Municipal area. Thusong outreaches were organised for Darling, Wesbank, Riebeek West, Abbotsdale, Moorreesburg and Broodkraal. People from surrounding towns were bused in. This made essential government services accessible to the rural communities and enabled community members to access all government services on one day without having to spend money on travelling to offices of nearby towns. Also they did not have to take off an extra day from work to access more than one service. The Swartland Social Development Forum managed to reach out to five towns to plan projects together with newly established social development community structures. This led to the implementation of integrated needs based projects/programmes in three of the five towns. Support to the other two towns' community structures are ongoing. The Regional Socio Economic programme and Comprehensive Rural Development programme gave the community development division the opportunity to form community structures for integrating the various sectors of the community to work together for social and economic development of disadvantaged communities.

Priority of capital projects and variances:

No capital projects were undertaken in the year 2014-2015.

Five year target:

Progress was made on all focus areas and most targets were exceeded on the Performance Management System

3.5.2 LIBRARIES

(a) Introduction

Swartland has eight libraries in its area. Three libraries, i.e. those located in Malmesbury, Wesbank and Moorreesburg operate from Monday to Saturday whereas libraries in Riebeek West, Darling South and Darling North are open from Monday to Friday. Libraries at Chatsworth and Riebeek Kasteel are open 100 and 84 hours per month respectively. A new library is in the planning phase for Abbotsdale. 18 Library workers are on contract and financed by the conditional grant from the Department of Cultural Affairs and Sport.

(b) Libraries performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Protect library material through consumer training	4/09-0076	Number of annual consumer training programmes	16 (2 per library) for the year	27 for the year	5	16 (2 per library) for the year	45 for the year	4.5	16 (2 per library) for the year	
Render a quality library service	4/09-0074-2	Monthly circulation figures	40 000 pm	41 814 pm average	3.1	40 000 pm	38 486 pm average	2.9	40 000 pm	
Report to PGWC on a monthly basis	4/12-0011	Monthly report on expenditure in terms of municipal replacement fund and grant submitted to PGWC?	Yes	Yes	0	12 months	12 months	3	12 months	

(c) Employees: Libraries

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	9	8	8	0	0.00%
07 - 09	3	3	3	0	0.00%
10 - 12	5	5	5	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	17	16	16	0	

(d) Financial Performance: Libraries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R4 059 721	R4 583 811	R4 765 261	R4 623 496	0.86%
2 Repairs and Maintenance	R65 734	R76 384	R76 384	R67 420	-13.30%
3 Other	R555 332	R733 226	R735 376	R834 294	12.11%
TOTAL	R4 680 787	R5 393 421	R5 577 021	R5 525 210	

(e) Capital Expenditure: Libraries

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment: Libraries (CRRF)	R0	R0	R11 978	100.00%	R0
Libraries: Book recovery system (Mby Library)	R308 400	R321 998	R321 952	4.21%	R321 998
Libraries: Chatsworth Toilet and fencing	R140 000	R140 000	R139 903	-0.07%	R140 000
Equipment Libraries (MRF)	R61 978	R61 978	R66 620	6.97%	R0
TOTAL	R510 378	R523 976	R540 453		

(f) Comment on the performance of libraries overall

All libraries have free internet access available to the public through the ICT project funded by the Department of Cultural Affairs and Sport. A new library will be built in Abbotsdale over the next two years. The average monthly circulation of books between the libraries are +- 42 000 and all libraries do outreach programmes through the year.

3.5.3 CEMETERIES**(a) Introduction**

Swartland Municipality operates and maintains ten cemeteries. The services provided include the timely and correct preparation of graves for use, maintaining a register of graves and the maintenance of cemeteries to an acceptable level of tidiness. EPWP projects were also implemented for the maintenance of cemeteries. Vandalism of cemeteries and the theft of fences remains a problem throughout the Swartland and the Municipality do not have the resources to effectively deal with this problem. The extension of existing cemeteries and the development of new cemeteries is also problematic to the tedious public consultation processes and environmental authorisation processes that must be followed.

(b) Service statistics for cemeteries

No employees with respect to cemeteries and crematoriums. Employees are included under Parks and Recreation.

(c) Cemeteries performance results

No Policy Objectives.

(d) Financial Performance: Cemeteries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R54 328	R117 650	R118 130	R55 615	-111.54%
2 Repairs and Maintenance	R61 965	R99 959	R99 959	R90 590	-10.34%
3 Other	R186 896	R226 019	R226 020	R184 572	-22.46%
TOTAL	R303 189	R443 628	R444 109	R330 777	

(e) Capital Expenditure: Cemeteries

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Cemeteries Darling: Fencing	R344 000	R198 645	R192 735	-78.48%	R198 645

(f) Comment on the performance of cemeteries overall

There were one capital project for cemeteries and this was for the fencing of the new Darling cemetery. The Municipality is in the process of developing new cemeteries in Riebeeck Kasteel and Moorrreesburg.

The IDP has seven strategic outcomes and the provision of cemeteries is aligned to the following three outcomes:

- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

3.6 ENVIRONMENTAL PROTECTION

3.6.1 OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)

(a) Introduction

Air Quality

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan.

Swartland Municipality's AQMP was approved by Council and forms part of the IDP, as well as that of the West Coast District Municipality.

Dust and odour control form part of the AQMP.

2 Air Quality Officers for Swartland Municipality appointed.

A public participation process took place to inform all people in the Swartland municipal area about the plan.

A Database of Fuel burning processes has been established.

Water Quality

Drinking water are sampled on a monthly basis in the Swartland Municipal area (randomly) to secure that the water quality are on a acceptable level set by (SANS) 241 South Africa National Standards.

When a sample deviates from the standard – a follow up sample will be taken.

Promote a clean and healthy environment

To address all health complaints and applying the By-Law relating to the prevention and suppression of Nuisances – and ensure that all identified erven in urban areas are complaint.

Pest control – only on municipal premises as well as a Annual Pest Control programme where we deal with crawling insects as well as rodents in the municipal sewerage / storm water drain system.

(b) Occupational Health and safety performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
3.3.1 Workplace safety awareness campaigns in all departments	2/12-0068	Awareness campaigns conducted	Bi-annually	Yes	3	Yes (bi-annually by October and March)	Yes	3	Yes (bi-annually by October and March)	
4 Indicators Division Heads										
Ensure that all capital projects comply with safety regulations	4/09-0155	% of projects with safety specifications	100%	100%	3	100%	100%	3	100%	
Ensure that all identified erven in urban areas are compliant with standards	4/09-0161-2	Notifications for all erven that have to be cleaned issued by end of November?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure that all the required safety representatives are in place	4/09-0150	% of identified workstations safety reps in place?	15	15	3	100%	100%	3	100%	
Ensure that health and safety committees are functional	4/09-0153	Quarterly meetings of Health and safety committees held?	Yes	Yes	0	4	4	3	4	
Ensure the effective administration of claims	4/09-0152	% claims submitted within 14 days from final report from doctor	100%	100%	3	100%	100%	3	100%	
Keep the water quality on an acceptable level	4/09-0159-2	% deviation from water standard followed up	100%	100%	3	100%	100%	3	100%	
Keep the water quality on an acceptable level	4/09-0159-1	Average no of water samples taken	6 pm	6 pm	3	6 pm	7 pm average	3.5	6 pm	

Monitor air pollution in the area	4/09-0162	Database of fuel burning processes updated by end of March?	Yes	No	1	Yes	Yes	3	Yes	
Provide an effective pest control service	4/09-0163-1	% requests for pest control responded to within 14 days	100.0%	100.0%	3	100.0%	100%	3	100.0%	
Provide an effective pest control service	4/09-0163-2	Annual pest control programme completed by end of May?	By end of May	Yes	3	Yes	Yes	3	Yes	
Reduce injuries on duty	4/09-0151	Number of injuries on duty	5 pm maximum	4.5 pm average	2.3	5 pm maximum	4.7 pm average	3	5 pm maximum	

(c) Employees: Occupational Health and safety

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(d) Financial Performance: Occupational Health and safety

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R848 707	R893 887	R934 679	R898 847	0.55%
2 Repairs and Maintenance	R0	R662	R662	R0	0.00%
3 Other	R71 854	R94 388	R94 388	R56 560	-66.88%
TOTAL	R920 561	R988 937	R1 029 729	R955 407	

(e) Comment on the performance of occupational health and safety overall

Measures taken to improve performance and achievements: Performance objectives – key performance indicators and targets are set. Monthly monitoring is done by the Strategic Manager.

Support is given to those communities that are living in poverty through:

- Ensuring safe drinking water
- Properly address all health complaints
- Ensuring that all identified erven in urban areas are complaint with standards
- Monitoring air pollution in the area
- Annually pest control programme.

3.7 SECURITY AND SAFETY

3.7.1 TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)

(a) Introduction

On 13 December 2012 the Council decided to restructure the Municipal Police to become a Traffic and Law Enforcement service from 1 July 2013. The core functions of the Swartland Traffic and Law Enforcement Service (STLES) are to proactively police the Municipal by- laws and to enforce the National Road Traffic Act and to reduce road accident fatalities within the Swartland. During the financial year 2014/2015 STLES rendered services in traffic and bylaw enforcement. Performance within the STLES is subject to resources which includes human resources and vehicles. The Swartland Municipality is divided into 12 wards and the STLES service all these wards. Traffic and By-law campaigns were given at schools and to NGO's.

Road safety programs assist motorists and pedestrians to act proactively and to change negative behavior towards road safety. The risk of accidents was reduced through visibility and road safety educational programs.

(b) Traffic Policing and By-law Enforcement

Category	Previous Year Actual Number	Actual Number
Number of law enforcement officers on duty on an average day	39	36
Number of road traffic accidents during the year	1248	1031
Number of by-law infringements attended	3125	3159
Number of law-enforcement officers in the field on an average day	38	35

(c) Traffic Policing and By-law Enforcement performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
7.1.1 Effectively address the underfunded mandates regarding registration, licensing and roadworthiness of vehicles	2/12-0145	Enter into a SLA with PGWC	End of June 2014	No	0	Yes (by June 2015)	No	3		Provincial Government indicated by e-mail that they are not going ahead with the SLA. Municipalities must continue with the current remuneration model. This KPI will be removed from 1 July 2015
7.1.2 Review current by-laws and fines applicable to traffic and law enforcement service	2/14-0009	By-laws reviewed			0	Yes (before end of June 2015 and	Yes	3	Yes (annually before end of June)	

						annually thereafter before end of June)				
7.1.3 Major law enforcement awareness campaigns	2/12-0154	At least one per annum			0	Yes (annually before end of June)	Yes	3	Yes (annually before end of June)	
4 Indicators Division Heads										
Effectively manage speeding fines	4/09-0293-2	Number of mobile speed camera operational hours	480 hrs pq	831.5 pq average	4.6	480 hrs per quarter minimum	859 p.q. average	4.8	480 hrs per quarter minimum	
Effectively manage speeding fines	4/09-0293-1	% of first notifications issued by service providers within 30 days	100%	100%	3	100%	100%	3	100%	
Ensure that legal registers are compliant	4/09-0294	Monthly maintenance of court and AG registers by service provider done?	Yes	Yes	0	12 months	12 months	3	12 months	
Increase in law compliance	4/12-0002-3	Compilation of schedule of by-laws done annually to determine if a review is necessary	Yes	Yes	0	Yes	Yes	3	Yes	
Increase in law compliance	4/12-0002-4	Number of interactions with public prosecutors in respect of withdrawal of traffic fines and court sentences held per annum			0	4 per annum	8 for the year	5	4 per annum	
Provide an effective traffic and law enforcement service	4/09-0292-7	Number of by-law operations held	At least 3 pq	7.25 pq average	0	5 per quarter minimum	10.5 p.q. average	4.5	5 per quarter minimum	
Provide an effective traffic and law enforcement service	4/09-0292-4	Number of scheduled foot patrols worked	At least 45 pq	91.75 pq average	3.9	70 per quarter	122 p.q. average	4.7	70 per quarter	

						minimum			minimum	
Provide an effective traffic and law enforcement service	4/09-0292-6	Number of vehicle check points held	45 pq minimum	67 pq average	4.3	55 per quarter minimum	52 p.q. average	2.9	55 per quarter minimum	
Provide an effective traffic and law enforcement service	4/09-0292-2	Number of K78 roadblocks held	At least 6 pq	6.25 pq average	3	6 per quarter minimum	6.5 p.q. average	3.3	6 per quarter minimum	
Report to council regularly	4/09-0295-1	Monthly report submitted?	Yes	Yes	0	12 months	12 months	3	12 months	
Undertake pro-active programmes and projects	4/09-0297-2	Number of by-law awareness campaigns held	At least 10 pa	14 for the year	4.2	10 minimum for the year	22 for the year	4	10 minimum for the year	
Undertake pro-active programmes and projects	4/09-0297-1	Number of traffic safety and drug awareness programmes	At least 10 for the year	16 for the year	4.8	10 minimum for the year	20 for the year	4	10 minimum for the year	

(d) Employees: Law Enforcement Officers

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	4	0	0	0	0.00%
04 - 06	12	1	1	0	0.00%
07 - 09	14	7	8	1	12.50%
10 - 12	29	24	26	2	7.69%
13 - 15	4	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	63	33	36	3	

(e) Financial Performance: Law Enforcement Officers

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R11 536 317	R12 928 157	R12 953 127	R12 260 810	-5.44%
2 Repairs and Maintenance	R136 269	R107 912	R107 912	R276 740	61.01%
3 Other	R18 469 454	R4 084 468	R20 129 236	R14 641 201	72.10%
TOTAL	R30 142 040	R17 120 537	R33 190 275	R27 178 751	

(f) Capital Expenditure: Law Enforcement Officers

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Vehicles Traffic and Law Enforcement: Replace CK40686 (Bakkie)	R250 000	R175 596	R175 596	-42.37%	R175 596
Vehicles Traffic and Law Enforcement: Replace CK30760 (Bakkie)	R250 000	R397 545	R397 544	37.11%	R397 545
Equipment Traffic and Law Enforcement	R160 000	R160 000	R131 234	-21.92%	R0
TOTAL	R660 000	R733 141	R704 374		

(g) Comment on the performance of Traffic Policing and By-law Enforcement overall

The STLES **Key Performance Areas** are traffic policing and by -law enforcement and has the following key performance indicators which is measured monthly and quarterly. **Key performance Indicators** are the following:

- Foot patrols;
- Roadblocks,
- Bicycle patrols; and
- By-law enforcement
- Vehicle check points (VCP)
- Driving and learners licenses

3.7.2 FIRE FIGHTING SERVICES

(a) Introduction

Swartland Municipality has a Fire Fighting Service consisting of 2 full time fire officers and 28 voluntary trained municipal workers . The top service delivery priorities for the year under review were:

- Preventing the outbreak or spread of fires
- The saving of lives and property
- To react rapidly with the available resources to extinguish reported fires.

During the year under review the Swartland Fire Service reacted to 430 fires and 44 other incidents within the average turnout time especially within urban areas. The service delivery within the rural areas is still challenging. People living in informal settlements were given fire prevention tips to help them as a first line of reaction to the fires. Fire prevention campaigns were also aimed at the poor and a close relationship exists with schools and creches in the municipal area.

(b) Municipal Fire Service Data

Category	Previous Year Actual Number	Actual Number
Average turnout time - rural areas	22	25
Total fires attended in the year	330	430
Fire fighters in post at year end	30	30
Total of other incidents attended in the year	48	44
Average turnout time - urban areas	12	12
Average number of appliance off the road during the year	1	2
Total fire appliances at year end	9	9

(c) Fire Service Policy performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
7.2.1 Annual review of firefighting by-law	2/12-0155	By-law reviewed			0	Yes (annually by June)	Yes	3	Yes (annually by June)	New Firefighting by-law. No changes at this stage.
4 Indicators Division Heads										
Communicate Disaster Management Plan with relevant role-players	4/13-0009	Quarterly meetings held?	Yes	N/a	0	4	3	2.3	4	No meetings in qtrs 3 and 4 because of high fire season with higher than normal number of fires
Compilation and annual review of the Disaster Management Plan	4/13-0008	Review done by June annually?			0	Yes	Yes	3	Yes	
Disaster readiness drill	4/13-0010	Exercise of evacuation plans conducted bi-annually in Qtrs 2 and 4	Yes	N/a	0	Yes	1 out of 2	1.5	Yes	Due to unforeseen circumstances evacuation exercises could not be done in qtr 4.
Properly maintain all supporting infrastructure	4/09-0287	Total no of hydrants monitored and repaired	1200 pa	806 for the year	2	1 200 for the year	852 for the year	2.1	1 200 for the year	Target could not be reached as a result of budget limitations as well as bad weather conditions.
Provide a quality fire fighting service	4/09-0285-4	Complaints not sufficiently addressed within 5 days regarding fire fighting services	2 pm maximum	0	3	0 maximum	0	3	0 maximum	
Provide a quality fire fighting service	4/09-0285-2	Number of vehicles not operational for more than 5 days during the month	0 maximum	1.3 pm average not in	2.9	0 maximum	2 for the whole year	3	0 maximum	GMC and Buffel fire fighting vehicles not operational.

				use						Negotiations took place with WCDM regarding the transferring of the service. The vehicles was thus not be budgeted for. The discussion was not successful and the vehicles will have to be budgeted for in the new financial year.
Provide a quality fire fighting service	4/09-0285-3	Monthly inspection of vehicles and equipment done?	Yes	Yes	0	12 months	12 months	3	12 months	
Reduce fire risks through continuous public awareness	4/09-0286	Number of educational / awareness campaigns	10 pa	10 for the year	3	10 for the year	18 for the year	4	10 for the year	
Strengthening of the fire fighting service	4/12-0001	Standard fire fighting by-law review adopted by end of Dec	Yes	N/a	0	Yes	No	0	Yes	By-law was adopted by Council on July 2014. Will be reviewed annually before end of December as from 2015/16 financial year.

(d) Employees: Fire Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(e) Financial Performance: Fire Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 028 208	R2 212 942	R2 272 636	R2 192 828	-0.92%
3 Other	R489 154	R571 898	R571 544	R462 743	-23.59%
2 Repairs and Maintenance	R225 284	R140 239	R140 239	R208 504	32.74%
TOTAL	R2 742 646	R2 925 079	R2 984 419	R2 864 075	

(f) Capital Expenditure: Fire Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Fire and Emergency Services	R48 000	R40 000	R38 526	-24.59%	R0

(g) Comment on the performance of fire services overall

The available resources are used to do the best we can to safeguard the community and to respond rapidly to any fire. We have the luxury of having the support of West Coast District Municipal Fire Fighting service who are keen to help where they can.

3.7.3 CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)

(a) Introduction

Disaster management within the municipality are still a big challenge. We do not have dedicated staff to look after disaster management. The Fire Chief is taking the responsibility of disaster management. The top service delivery priorities for the municipality are: to proactively prevent, mitigate, respond and recover from the effects of all disasters. The municipality heavily depends on the support of the West Coast Disaster Management Centre for any back-up to a disaster.

(b) Civil protection (including disaster management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
7.3.1 Annually review of Disaster Management Plan	2/14-0010	Review completed	End of May 2014	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	Reviewed Disaster Management Plan was approved by the Mayor on 10 June 2015

(c) Financial Performance: Civil protection (including disaster management)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R0	R0	R0	R0	0.00%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
3 Other	R227 774	R300 000	R150 000	R354 458	15.36%
TOTAL	R227 774	R300 000	R150 000	R354 458	

(d) Comment on the performance of Civil protection (including disaster management) overall:

No capital allocations are made in the budget for disaster management per se. In the operational budget an amount of R300 000 are set aside to help community members who have losses through fires destroying their living places.

Disaster Management are also taken seriously by the Civil and Development Departments as they recognises the linkage between disasters and development. The allocation of capital money to address any disaster is still a great challenge.

3.8. SPORT AND RECREATION

3.8.1 SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS

(a) Introduction

Swartland Municipality operates and maintains 14 sports facilities and three public swimming pools. These facilities cater for a variety of sporting codes including soccer, netball, hockey, cricket, rugby, bowls, squash, swimming, weightlifting and athletics. Vandalism of facilities is an area of concern and constant supervision is required as a mitigation measure. Unfortunately full time supervision cannot be provided at all facilities due to the operational cost implications. The cost of the operation and maintenance of sport facilities remains a challenge as sport facilities in rural areas do not generate enough income to cover the operation and maintenance expenditure. It must therefore be funded from public revenue sources. Any extensions or new sport fields will increase the burden on public revenue sources.

(b) Sport, Parks and Recreational Areas and Swimming Pools performance results

Sport

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.3.5 Determine existing resources allocated to sport and recreation and the maximum that the Municipality can allocate based on its financial ability	2/12-0092-1	Percentage of annual budget allocated for sport and recreation in terms of depreciated value of assets made available for upgrading and refurbishment	30% by 2016	7.18%	0	30% by 2016	13.96% of the depreciated asset value	0	7.5% of the depreciated asset value	

Parks and recreational areas

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.3.5 Determine existing resources allocated to sport and recreation and the maximum that the Municipality can allocate based on its financial ability	2/12-0092-2	Percentage of annual budget allocated for sport and recreation in terms of depreciated value of assets made available for upgrading and refurbishment	30% by 2016	7.18%	0	30% by 2016	13.96% of the depreciated asset value	3	7.5% of the depreciated asset value of sport grounds and swimming pools	
4 Indicators Division Heads										
Implementation of planned park maintenance activities	4/09-0043-2	% of the operating budget allocated for maintenance spent	95.0% for the year	94.4% for the year	3	95.0% for the year	98.0% for the year	3.1	95.0% for the year	

Swimming pools

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure availability of swimming pools through proper maintenance	4/09-0049-1	Number of days swimming pools were unavailable due to poor maintenance	0 maximum	0	3	0 maximum	0	3	0 maximum	

(c) Employees: Sport, Parks and Recreational Areas and Swimming Pools

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	25	2	2	0	0.00%
04 - 06	3	4	5	1	20.00%
07 - 09	6	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	36	7	8	1	

(d) Financial Performance: Sport, Parks and Recreational Areas and Swimming Pools

Sport

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 072 289	R1 164 787	R1 193 171	R1 041 883	-11.80%
2 Repairs and Maintenance	R324 725	R446 649	R446 649	R426 982	-4.61%
3 Other	R1 665 859	R1 736 387	R1 749 641	R1 694 140	-2.49%
TOTAL	R3 062 873	R3 347 823	R3 389 461	R3 163 005	

Parks and Recreational Areas

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R6 845 913	R7 294 655	R7 559 060	R7 322 761	0.38%
2 Repairs and Maintenance	R437 820	R659 968	R659 968	R537 563	-22.77%
3 Other	R1 379 120	R1 405 919	R1 410 962	R1 286 225	-9.31%
TOTAL	R8 662 853	R9 360 542	R9 629 990	R9 146 549	

Swimming Pools

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R180 019	R201 333	R201 333	R186 844	-7.75%
2 Repairs and Maintenance	R192 403	R884 453	R884 453	R744 860	-18.74%
1 Employees	R956 736	R1 167 981	R1 221 126	R992 818	-17.64%
TOTAL	R1 329 158	R2 253 767	R2 306 912	R1 924 522	

(e) Capital Expenditure: Sport, Parks and Recreational Areas and Swimming Pools**Sport**

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Sport: Upgrading of tennis courts - Moorreesburg and Malmesbury	R600 000	R600 000	R594 733	-0.89%	R621 000
Sport: Projects: 15% of MIG	R0	R200 000	R198 203	100.00%	R0
TOTAL	R600 000	R800 000	R792 936		

Parks and Recreational Areas

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Vehicles Parks: Replace CK13956 (Truck - written off)	R0	R349 386	R349 386	100.00%	R349 386
Vehicles Parks: Replace CK39935 (Trailer)	R60 000	R85 600	R85 600	29.91%	R85 600
Vehicles Parks: Replace CK5027 (Trailer)	R60 000	R79 400	R79 400	24.43%	R79 400
Equipment Parks	R168 000	R168 000	R166 676	-0.79%	R0
TOTAL	R288 000	R682 386	R681 062		

Swimming Pools

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

(f) Comment on the performance of sport, parks and recreational areas and swimming pools overall

The IDP has seven strategic outcomes and the provision of sport facilities is aligned to the following three outcomes:

- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

The municipality has made special effort to prepare business plans and funding applications for external sources of funding such as the National Lottery Fund. Five netball/tennis combination courts in Moorreesburg, five tennis courts in Malmesbury and two netball courts in Malmesbury were resurfaced. This project amounted to R600 000.

3.8.2 CARAVAN PARK YZERFONTEIN

(a) Introduction

The caravan park is situated 50m from the beach and has 120 well-tended sites which all have braai places, water and 10 amp electricity supply. There are 4 ablution blocks each with bath, shower with hot and cold running water. The cafés, hardware, post office and restaurants are all within walking distance from the park.

There are 3 holiday house units situated in a quiet part of the park and sleep 6. They are fully equipped but please bring your own bedding, towels and braai grid.

The following amenities are available in or near the park:

1. Children's play park for up to 14 year olds.
2. Laundry with washing machines and a dryer.
3. A large community hall, tennis courts and a bowling green.

(b) Caravan park Yzerfontein performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage caravan parks effectively	4/09-0156-1	% of the operating budget for maintenance of caravan parks spent	100%	96%	2.9	100%	97.0% for the year	3	100%	
Manage caravan parks effectively	4/09-0156-5	% "good" and "fair" ratings out	75%	88.5%	3.9	75%	95.4%	4	75%	

		of the total ratings done by guests	minimum			minimum			minimum	
Manage caravan parks effectively	4/09-0156-4	Annual customer survey undertaken during December?	Yes	Yes	3	Yes	Yes	3	Yes	

(c) Employees: Caravan Parks

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	4	4	4	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(d) Financial Performance: Caravan Parks

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R995 092	R1 071 419	R1 121 117	R1 093 664	2.03%
2 Repairs and Maintenance	R58 347	R58 290	R58 290	R41 780	-39.52%
3 Other	R98 657	R180 327	R181 623	R120 861	-49.20%
TOTAL	R1 152 096	R1 310 036	R1 361 030	R1 256 305	

(e) Capital Expenditure: Caravan Parks

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

(f) Comment on the performance of Caravan Parks overall

The Yzerfontein Caravanpark is a very popular caravan park in the West Coast and is fully booked during December holidays as well as Easter Weekend.

It has a 90% and higher booking rate for weekends of February and March as well as long weekends during the summer.

The Caravanpark also has a good annual customer rating.

3.8.3 HARBOUR YZERFONTEIN

(a) Introduction

Harbour was outsourced from 1 September 2013.

(b) Financial Performance: Harbour Yzerfontein

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R113 466	R0	R0	R0	0.00%
2 Repairs and Maintenance	R0	R1 654	R1 654	R145	-1040.69%
3 Other	R64 285	R78 978	R58 695	R49 612	-59.19%
TOTAL	R177 751	R80 632	R60 349	R49 757	

3.9. CORPORATE POLICY AND OTHER SERVICES

3.9.1 ADMINISTRATION CIVIL ENGINEERING SERVICES

(a) Civil Engineering Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Households with access to basic level of water, sanitation and solid waste removal	1/14-0023-1	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100%	100%	3	100%	100% (17 674 / 17 674 households)	3	100%	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court. Standpipe was made available according to legislation.
General KPI: Households with access to basic level of water, sanitation and solid waste removal	1/14-0023-3	% households registered for refuse removal service which receive a service once a week	100%	100%	3	100%	100% (18 712 / 18 712 households)	3	100%	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court.
General KPI: Households with access to basic level of water, sanitation and solid waste removal	1/14-0023-2	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100%	3	100%	100% (17 674 / 17 674 households)	3	100%	Excluding 320 erven in Silvertown Chatsworth. Subject to an eviction order from the High Court.
2 Indicators from IDP										
1.1.1 Investigate cost reflective charges in respect of water, sewerage and refuse and determine an appropriate strategy	2/14-0006	Investigation completed and appropriate strategy determined and report submitted to Management Team			0	Yes (by Oct 2014)	Yes	3	Yes	

3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0019	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	
Asset safeguarding	3/14-0001-2	Each director to confirm the existence of all moveable assets within the department at a Management Team meeting			0	Yes (bi-annually by October and April)	Only in October	1.5	Yes (bi-annually by October and April)	KPI not correctly formulated and will be changed in new financial year
Asset safeguarding	3/14-0001-1	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management			0	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0021	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0025-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	100.0%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0025-4	% of Auditor General's findings implemented within agreed time frame	100.0%	100.0% in Qtr 4	3	100%	100% in Qtr 4	3	100%	
Audit issues resolved	3/09-0025-2	% internal actions implemented within agreed time frame	100.0%	100.0% in Qtr 4	3	100%	N/a	0	100%	
Audit issues resolved	3/09-0025-1	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	100%	3	90.0%	100%	3.2	90.0%	
Average duration of vacancies reduced	3/10-0017	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum	5.4 months average	3	3 months maximum	5.5 months average	3	3 months maximum	Duties of posts of labourers fulfilled by contract workers for

			m						m	a maximum of 7 months
Budget inputs provided by departments	3/09-0020	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	
Capital expenditure in line with budget and time frames	3/09-0013	% of capital budget spent	Between 95% and 105%	102.3%	3	Between 95% and 105%	99.4% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0014	Average % completion of capital projects	95.0% for the year	100.0% for the year	3	95% for the year	99.0% for the year	3.1	95% for the year	
Communication Strategy implementation	3/14-0014-1	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services			0	4	4	3	4	
Communication Strategy implementation	3/14-0014-2	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to the Director Corporate Services			0	Yes (annually by end of May)	No - submitted in June	3	Yes (annually by end of May)	Template was not submitted in time
Correspondence addressed in a timely manner	3/09-0022	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	94.5% average	3	90.0%	96.1% average	3.2	90.0%	
Council decision implementation	3/09-0017	% of due council decisions initiated	100.0%	100.0%	3	100%	99.3% average	3	100%	
EPWP monitoring	3/11-0001-1	Number of person days of work created during the financial year	11 792 (achieved in 2011/2012)	19 649 for the year	3	11 792 (achieved in 2011/2012)	19 975 for the year	3		
EPWP monitoring	3/11-0001-2	Number of work opportunities created during the financial	221 for the	267 for the department	3	221 for the whole	201 for the year	3	314 for the	

		year	whole organisat ion for the year	for the year		organisati on for the year			whole organisa tion	
Equal employment opportunity management	3/09-0023	% of employment opportunities applied for appropriate equity appointments	75.0%	100.0%	3	75.0%	87.5% average	4	75.0%	
Fencing of an erf in Abbotsdale (ACVV request)	3/14-0022	Were savings that realised during the 2014/2015 financial year allocated to this project and was the project accommodated on the adjustments budget?			0	Yes (by January 2015)	Yes	3		
Invocoms held	3/09-0028	% of Invocoms held according to approved schedule	100.0%	100.0%	3	100%	100%	3	100%	
Operating expenditure in line with budget and time frames	3/09-0015	% of operating budget spent	Between 90% and 100%	97.0%	3	Between 90% and 100%	98.0% for the year	3	Between 90% and 100%	
Performance and financial monitoring	3/09-0018	Monthly performance assessments and reconciliation of departmental records of expenditure with finance records done (excluding July and December)	10	10	0	10 months	10 months	3	10 months	
Procurement in line with legal process	3/09-0024	% compliance with SCM policy with the exception of approved deviations	100.0%	99.4% average	0	100%	99.5% average	3	100%	
Productive workforce	3/10-0018	% of person days lost per month due to sick leave	4% pm maximum	2.8% pm average	3	4% pm maximum	2.7% pm average	3	4% pm maximum	
Public toilets (particularly in the business area, main beach, harbour and Pearl Bay)	3/14-0021	Planning with cost estimates done			0	Yes (by October 2014)	Yes	3		
Risk identification and control implementation	3/09-0026	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	Risk assessments are performed by the

										Shared Services Risk Manager in conjunction with Directorate on a quarterly basis
Storm water management	3/14-0019	Investigate the issue of storm water that ends up in the sewerage system			0	100%	100%	3		Investigation completed and flyer sent to all residents
Workforce training roll-out	3/09-0016	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (8 out of 8 training sessions)	3	100%	

(b) Employees: Civil Engineering Services

JobLevel	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	1	1	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	2	3	3	0	

(c) Financial Performance: Civil Engineering Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 504 935	R2 488 646	R2 582 763	R2 574 909	3.35%
2 Repairs and Maintenance	R5 599	R7 858	R7 858	R6 471	-21.43%
3 Other	R349 071	R349 834	R385 489	R413 485	15.39%
TOTAL	R2 859 605	R2 846 338	R2 976 110	R2 994 865	

3.9.2 ADMINISTRATION CORPORATE SERVICES

(a) Corporate Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: % of the budget spent on implementing the workplace skills plan	1/14-0028	% of the municipality's salary budget actually spent on implementing its workplace skills plan (cumulative)	1.0%	0.8% for the year	3	1%	0.7% for the year	3	1%	Only 0.77% budgeted for efficiency development. 1.0% therefore not attainable.
General KPI: People from employment equity target groups employed	1/14-0027	% of PDI's appointed for the month in terms of the Municipality's approved Employment Equity plan	70.0%	100.0%	4.3	70.0%	61.1% average	3	70.0%	
2 Indicators from IDP										
2.1.1 Review the client services charter to evaluate and review standards	2/13-0043	Review completed	By end of 2013	Yes	3	Yes (by end of 2015)	N/a	0	Yes (by end of 2015)	Completion by end 2015 only
2.1.2 Do a client satisfaction survey	2/14-0012	Survey completed			0	Yes (by December 2014)	Yes (by end of Nov 2014)	3		
2.2.1 Annual review of communication action plans and relevant IDP indicators and targets for next financial year	2/12-0050	Annual review completed	Annually by June after completion of strategy and plan	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
2.3.1 Evaluate stakeholder	2/12-0053	Report on public participation	By-	Yes	3	Yes	N/a	0	Yes	This item is a

involvement in in municipal affairs		submitted to management team on a quarterly basis	annually after completion of Communication Strategy and Plan			(quarterly)			(quarterly)	duplication of item 14-0013 under Director Corporate Services and will be measured there.
3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0038	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	
Assets safeguarding	3/14-0005-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management			0	Yes	N/a	0	Yes	
Assets safeguarding	3/14-0005-1	Each director to confirm the existence of all moveable assets within the department at a Management Team meeting			0	Yes (bi-annually by October and April)	Only in October	1.5	Yes (bi-annually by October and April)	KPI not correctly formulated and will be changed in new financial year
Assignments from the municipal manager completed	3/09-0040	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0044-4	% of Auditor General's actions implemented within agreed time frame	100.0%	100% in Qtr 4	3	100%	100% in qtr 4	3	100%	
Audit issues resolved	3/09-0044-2	% internal actions implemented within agreed time frame	100.0%	53.0% in Qtr 4	2	100%	94.0% in qtr 4	2.8	100%	Due to the data in the Collaborator report being incomplete and not similar to that in the

										PayDay report the reconciliation process is not functioning
Audit issues resolved	3/09-0044-1	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	100%	3	90.0%	100%	3.3	90.0%	
Audit issues resolved	3/09-0044-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	100.0%	3	100%	100%	3	100%	
Average duration of vacancies reduced	3/10-0038	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	1.8 months average	3	3 months maximum	9.9 months average	3	3 months maximum	Post of Gen Asst (Cleaner) Dar not to be filled currently. An alternative arrangement for the cleaning of the Darling offices has been implemented. Post to be abolished.
Budget inputs provided by departments	3/09-0039	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	
Capital expenditure in line with budget and time frames	3/09-0032	% of capital budget spent	Between 95% and 105%	110.8%	3	Between 95% and 105%	56.1% for the year	3	Between 95% and 105%	Purchase of land from Transnet: Transaction (R811 404) did not realise. Transnet only approved transaction on 26 June 2015.
Capital project implementation	3/09-0033	Average % completion of capital projects	95.0% for the year	100.0% for the year	3	95.0% for the year	56% for the year	3	95.0% for the year	Purchase of land from Transnet: Transaction (R811

										404) did not realise.
Communication Strategy implementation	3/14-0013-3	Submit a consolidated report on all communication activities in terms of the Communication Strategy to the Management Team			0	Yes (bi-annually by January and June)	Yes	3	Yes (bi-annually by January and June)	
Communication Strategy implementation	3/14-0013-2	Submit a Communication Policy for approval			0	Yes (by June 2015)	Yes	3		
Communication Strategy implementation	3/14-0013-1	Submit a Public Participation Policy for approval			0	Yes (by June 2015)	Yes	3		
Correspondence addressed in a timely manner	3/09-0041	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	94.5% average	0	90.0%	96.4% average	3	90.0%	
Council decision implementation	3/09-0036	% of due council decisions initiated	100.0%	100.0%	3	100%	99.8% average	3	100%	
EPWP monitoring	3/12-0012-2	Number of work opportunities created during the financial year	221 for the whole organisation for the year	6 for the year	3	221 for the whole organisation for the year	6 for the year	3	314 for the whole organisation	
EPWP monitoring	3/12-0012-1	Number of person days of work created during the financial year	11 792 (achieved in 2011/2012)	1575 for the year	3	11 792 (achieved in 2011/2012)	1481 for the year	3		
Equal employment opportunity management	3/09-0042	% of employment opportunities applied for appropriate equity appointments	75.0%	N/a	0	75.0%	66.6% average	2.7	75.0%	1 Coloured Female appointed in Semi-Skilled where Coloured Females are overrepresented
Invocoms held	3/09-0047	% of invocoms held according to approved schedule	100.0%	91.7% average	2.75	100%	100%	3	100%	

Operating expenditure in line with budget and time frames	3/09-0034	% of operating budget spent	Between 90% and 100%	100.0%	3	Between 90% and 100%	92.0% for the year	3	Between 90% and 100%	
Performance and financial monitoring	3/09-0037	Monthly performance assessments and reconciliation of departmental records of expenditure with finance records done (excluding July and December)	10	10	0	10 months	10 months	3	10 months	
Procurement in line with legal process	3/09-0043	% compliance with SCM policy with the exception of approved deviations	100.0%	99.2% average	3	100%	99.5% average	3	100%	
Productive workforce	3/10-0039	% of person days lost per month due to sick leave	4% pm maximum	3.9% pm average	3	4% pm maximum	4.3% pm average	3	4% pm maximum	
Risk identification and control implementation	3/09-0045	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	
Workforce training roll-out	3/09-0035	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (2 out of 2 training sessions)	3	100%	

(b) Employees: Corporate Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	7	7	7	0	0.00%
07 - 09	3	2	3	1	33.33%
10 - 12	0	0	0	0	0.00%
13 - 15	2	3	3	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	13	12	13	1	

(c) Financial Performance: Corporate Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R4 709 041	R4 995 866	R5 340 946	R5 093 985	1.93%
2 Repairs and Maintenance	R27 108	R51 450	R51 450	R32 439	-58.61%
3 Other	R2 129 258	R2 148 073	R2 658 901	R1 939 171	-10.77%
TOTAL	R6 865 407	R7 195 389	R8 051 297	R7 065 595	

(d) Capital Expenditure: Corporate Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Corporate	R18 250	R17 861	R18 106	R0	R0
TOTAL	R18 250	R17 861	R18 106		

3.9.3 ADMINISTRATION DEVELOPMENT SERVICES**(a) Development Services performance results**

Performance Objective	ObjectiveID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0054	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	
Assets safeguarding	3/14-0004-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management			0	Yes	N/a	0	Yes	
Assets safeguarding	3/14-0004-1	Each director to confirm the existence of all moveable assets			0	Yes (bi-annually	Only in October	1.5	Yes (bi-annually	KPI not correctly formulated and will

		within the department at a Management Team meeting				by October and April)			by October and April)	be changed in new financial year
Assignments from the municipal manager completed	3/09-0056	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0060-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	100.0%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0060-2	% internal actions implemented within agreed time frame	100.0%	67.0% in Qtr 4	2.3	100%	100% in qtr 4	3	100%	
Audit issues resolved	3/09-0060-4	% of Auditor General's actions implemented within agreed time frame	100.0%	100% in Qtr 4	3	100%	100% in qtr 4	3	100%	
Audit issues resolved	3/09-0060-1	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	N/a	3	90.0%	100%	3.2	90.0%	
Average duration of vacancies reduced	3/10-0035	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	9.25 months average	3	3 months maximum	13 months average	3	3 months maximum	Post of Community Development Officer to be changed to a post with administrative focus due to operational needs
Budget inputs provided by departments	3/09-0055	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	
Capital expenditure in line with budget and time frames	3/09-0048	% of capital budget spent	Between 95% and 105%	73.5%	3	Between 95% and 105%	40.0% for the year	3	Between 95% and 105%	1) Phola Park housing project was not completed for various reasons. 2) Phola Park Fencing project is

										part of the total project funds and will be rectified at the adjustments budget. 3) The Chatsworth housing project was removed from the Business Plan by DHS because of delays.
Capital project implementation	3/09-0049	Average % completion of capital projects	95.0% for the year	90.0% for the year	3	95.0% for the year	59.0% for the year	3	95.0% for the year	1) Phola Park housing project was not completed for various reasons. 2) Phola Park Fencing project is part of the total project funds and will be rectified at the adjustments budget. 3) The Chatsworth housing project was removed from the Business Plan by DHS because of delays.
Communication Strategy implementation	3/14-0018-2	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services			0	4	4	3	4	
Communication Strategy implementation	3/14-0018-1	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to			0	Yes (annually by end of May)	No - submitted in June	3	Yes (annually by end of May)	Template was not issued in time

		the Director Corporate Services								
Correspondence addressed in a timely manner	3/09-0057	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	93.6% average	0	90.0%	94.8% average	3	90.0%	
Council decision implementation	3/09-0052	% of due council decisions initiated	100.0%	99.0% average	3	100%	99.8% average	3	100%	
EPWP monitoring	3/12-0011-2	Number of work opportunities created during the financial year	221 for the whole organisation for the year	99 for the year	3	221 for the whole organisation for the year	51 for the year	3	314 for the whole organisation	
EPWP monitoring	3/12-0011-1	Number of person days of work created during the financial year	11 792 (achieved in 2011/2012)	5357 for the year	3	11 792 (achieved in 2011/2012)	1675 for the year	3		
Equal employment opportunity management	3/09-0058	% of employment opportunities applied for appropriate equity appointments	75.0%	N/a	3	75.0%	0% average	0	75.0%	1 Coloured male appointed in Skilled Technical Level where Coloured Males are overrepresented 1 Coloured Female appointed in Semi-Skilled where Coloured Females are overrepresented
Invocoms held	3/09-0063	% of invocoms held according to approved schedule	100.0%	100.0%	3	100%	100%	3	100%	
Operating expenditure in line with budget and time frames	3/09-0050	% of operating budget spent	Between 90% and 100%	97.5%	3	Between 90% and 100%	95.1% for the year	3	Between 90% and 100%	
Performance and financial monitoring	3/09-0053	Monthly performance assessments and reconciliation	10	10	0	10 months	10 months	3	10 months	

		of departmental records of expenditure with finance records done (excluding July and December)								
Procurement in line with legal process	3/09-0059	% compliance with SCM policy with the exception of approved deviations	100.0%	98.8% average	3	100%	99.2% average	3	100%	
Productive workforce	3/10-0036	% of person days lost per month due to sick leave	4% pm maximum	1.59% pm average	3	4% pm maximum	2.4% pm average	3	4% pm maximum	
Provide for Integrated Housing projects	3/10-0024	Bulk services for integrated housing projects available?	Yes	Yes	0	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0061	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	
Workforce training roll-out	3/09-0051	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (2 out of 2 training sessions)	3	100%	

(b) Employees: Development Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	2	1	1	0	

(c) Financial Performance: Development Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 323 891	R1 358 711	R1 415 475	R1 376 964	1.33%
3 Other	R139 771	R303 814	R303 814	R91 386	-232.45%
2 Repairs and Maintenance	R8 641	R7 875	R7 875	R9 481	16.94%
TOTAL	R1 472 303	R1 670 400	R1 727 164	R1 477 831	

(d) Capital Expenditure: Development Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Development Services	R154 025	R114 025	R111 541	-38.09%	R0

3.9.4 ADMINISTRATION ELECTRICAL ENGINEERING SERVICES

See paragraph 3.1.3 - ELECTRICITY DISTRIBUTION.

3.9.5 ADMINISTRATION FINANCIAL SERVICES**(a) Financial Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Ensure general financial viability	1/09-0096-2	Cost coverage	Norm = 1-3 months	6.13	3	Norm = 1-3 months	6.9 months	3	Norm = 1-3 months	Higher than 1-3 months is better
General KPI: Ensure general financial viability	1/09-0096-1	% outstanding service debtors to revenue	Norm = 20%	16.58%	3	Norm = 20%	15.76%	3	Norm = 20%	The lower the actual the better the result
General KPI: Ensure general financial viability	1/09-0096-3	% debt coverage	Norm = 45%	15.48%	3	Norm = 45%	33%	3	Norm = 45%	Lower than the norm is better
General KPI: Households earning	1/09-0303	% households earning less than	100%	100%	3	100%	100%	3	100%	R115 000 and less

less than R1100 per month with access to free basic services		4x old age pension (R5 400) subsidy per month with access to free basic services								valuation - 8110 indigent households and 30 discretionary subsidies.
2 Indicators from IDP										
1.1.1 Investigate cost reflective charges in respect of water, sewerage and refuse and determine an appropriate strategy	2/12-0014	Investigation completed and appropriate strategy determined and report submitted to Management Team	By Oct 2013	Yes	3	Yes (by Oct 2014)	No	1	Yes	Will be submitted to Management Team on 3 Feb 2015
1.1.2 Housing education - financial responsibility in respect of payments of accounts	2/14-0007	Housing consumer education at Abbotsdale housing project completed			0	Yes (by July 2014)	Yes	3		
1.1.2 Implementation of new credit control and debt collection by-law and policy	2/14-0008	Commenced with implementation			0	Yes (by July 2014)	Yes	3		
1.1.2 Installation of water demand management devices for revenue protection	2/12-0020	Number of devices installed	379 in Abbotsdale by June 2014	0	3	386 in Abbotsdale by June 2015	381 for the year	3		
1.2.1 Measure and report on financial performance against ratio's and standards	2/12-0038	Report to Management Team on Municipality's performance against ratio's and standards	Annually by October	Yes	3	Yes (annually by November)	No	0	Yes (annually by November)	Was discussed at budget meetings during November. Will be submitted to Management Team on 3 Feb 2015
1.4.1 Investigate an asset management programme	2/12-0045	Investigation completed and submitted to Management Team	End of June 2014	N/a	0	Yes (by June 2015)	No	0	Yes (by June 2016)	The item was also discussed at the LGMTech3 engagement of 23 April 2015 to explore the possibility of

										provincial funding
3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0086	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	
Asset safeguarding	3/13-0004-1	Each director to confirm the existence of all moveable assets within the department at a Management Team meeting	Yes (bi-annually by October and April)	Yes	0	Yes (bi-annually by October and April)	Only in October	1.5	Yes (bi-annually by October and April)	KPI not correctly formulated and will be changed in new financial year
Asset safeguarding	3/13-0004-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	Yes	0	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0088	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0092-4	% of Auditor General's findings(comafs) implemented within agreed time frame	100.0%	100% in Qtr 4	3	100%	100% in Qtr 4	3	100%	
Audit issues resolved	3/09-0092-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	100.0%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0092-2	% internal actions implemented within agreed time frame	100.0%	78% in Qtr 4	2	100%	97.0% in Qtr 4	2.9	100%	Findings which still need attention = Asset Management system, allocation of responsibilities wrt Incidents programme.
Audit issues resolved	3/09-0092-1	% internal audit queries for	90.0%	100%	3	90.0%	100%	3.2	90.0%	

		which an action plan was submitted within 10 working days								
Average duration of vacancies reduced	3/10-0027	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	4.1 months average	3	3 months maximum	8.1 months average	3	3 months maximum	
Budget inputs provided by departments	3/09-0087	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	
Capital expenditure in line with budget and time frames	3/09-0080	% of capital budget spent	Between 95% and 105%	46.7%	1.5	Between 95% and 105%	110.3% for the year	3	Between 95% and 105%	Water demand management devices: The meters for Phola Park were purchased at a cost of R1 191 950 but have not been issued yet because the project was delayed. It will therefore not be installed before 30 June 2015.
Capital project implementation	3/09-0081	Average % completion of capital projects	95% for the year	51.0% for the year	3	95% for the year	41.0% for the year	1.3	95% for the year	Water demand management devices: R1 013 723 of R1 700 000 (59.6%) not spent. Phola Park Housing project was delayed
Communication Strategy implementation	3/14-0015-1	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to			0	Yes (annually by end of May)	No - submitted in June	3	Yes (annually by end of May)	Template was not submitted in time

		the Director Corporate Services								
Communication Strategy implementation	3/14-0015-2	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services			0	4	3	2.3	4	No report received
Correspondence addressed in a timely manner	3/09-0089	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	92.35% average	3	90.0%	95.2% average	3.1	90.0%	
Council decision implementation	3/09-0084	% of due council decisions initiated	100.0%	97.2% average	3	100%	98.3% average	3	100%	
Equal employment opportunity management	3/09-0090	% of employment opportunities applied for appropriate equity appointments	75.0%	100%	3	75.0%	33.3% average	1.3	75.0%	1 Coloured Female appointed in Semi-Skilled where Coloured Females are overrepresented 1 Coloured Male appointed in Skilled Technical where Coloured Males are overrepresented
Invocoms held	3/09-0095	% of invocoms held according to approved schedule	100%	83.4% average	2.5	100%	91.7% average	3	100%	
Operating expenditure in line with budget and time frames	3/09-0082	% of operating budget spent	Between 90% and 100%	110.8%	3	Between 90% and 100%	76.7% for the year	2.6	Between 90% and 100%	Low percentage at this stage is a result of all the grants that are included under this vote and that will be committed to paper with the final financial statements
Performance and financial	3/09-0085	Monthly performance	10	10	0	10 months	10	3	10	

monitoring		assessments and reconciliation of departmental records of expenditure with finance records done (excluding July and December)					months		months	
Procurement in line with legal process	3/09-0091	% compliance with SCM policy with the exception of approved deviations	100.0%	99.7% average	3	100%	99.6% average	3	100%	
Productive workforce	3/10-0028	% of person days lost per month due to sick leave	4% pm maximum	2.5% pm average	3	4% pm maximum	2.9% pm average	3	4% pm maximum	
Risk identification and control implementation	3/09-0093	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	Risk assessments are performed by the Shared Services Risk Manager in conjunction with Directorate on a quarterly basis
Workforce training roll-out	3/09-0083	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (3 out of 3 training sessions)	3	100%	
4 Indicators Division Heads										
Appropriately manage debt	4/09-0234-3	% debtors handed over end of year	95%	N/a	0	95%	86.8%	2.7	95%	Problems were experienced with handing overs. Not all the 90-series account numbers pulled through to Collab and in the other cases the handed over amounts did not pull through to Collab. Subsequently not

										all the summons could be generated / correctly generated.
Appropriately manage debt	4/09-0234-2	Quarterly write-off transactions completed	Yes	Yes	0	4	2 out of 4 qtrs	3	4	No write-offs were done in qtrs 1 and 3
Continuously report on and monitor insurance claims and general control accounts	4/09-0259-1	12 Monthly reports compiled according to policy	Yes	Yes	0	12	12	3	12 for the year	
Do proper financial planning	4/09-0242	Draft income budget submitted to CFO by end of November?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure proper budget control	4/09-0241	Monthly budget control done, deviations pointed out and reported to CFO?	Yes	Yes	0	12 months	12 months	3	12 months	
Ensure that all monies are banked	4/09-0240	Banking of all monies done daily for the month (less than R100 excluded)?	Yes	Yes	0	12 months	12 months	3	12 months	
Ensure that electricity tariffs comply with legal requirements	4/09-0253	Electricity tariffs submitted to Council and NERSA after 90 day budget	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure the effective management of assets	4/09-0266-1	Annual asset stock taking completed by end of financial year?	Yes	Yes	0	Yes	Yes	3	Yes (by end of February)	
Ensure the proper inter-departmental management of income	4/09-0246	10 Monthly meetings with all directors held?	Yes	Yes	0	10 pa with each director	10 for the year	3	10 pa with each director	
Ensure the proper management of income	4/09-0265-2	Weekly reconciliation of cash received?	Yes	Yes	0	12 months	12 months	3	12 months	

Ensure the proper management of income	4/09-0265-1	Daily reports in balance at the end of the month?	Yes	Yes	0	12 months	9 out of 12 months	3	12 months	Control report out of balance with R2.63 in qtr 1.
Optimise credit control through continuous trend analysis	4/09-0235	Cash received as % of the amount levied in the previous month	90%	93.4% pm average	3.1	90%	92.8 pm average	3.2	90%	
Pay creditors in a timely fashion	4/09-0257	% creditors paid within 30 days from statement date	95%	99.1%	3.1	95%	99.4% pm average	3.1	95%	
Properly manage expenditure	4/09-0254-1	10 Monthly meetings with all directors held	Yes	Yes	0	10 for the year with all directors	10 for the year	3	10 for the year with each director	
Properly manage expenditure	4/09-0254-2	Monthly bank reconciliation and related accounts finalised within 10 working days after end of month?			0	12 months	12 months	3	12 months	
Properly manage salary related transactions	4/09-0256-2	Calculation and payment of PAYE, UIF and SDL done for the month?	Yes	Yes	0	12 months	12 months	3	12 months	
Properly manage salary related transactions	4/09-0256-3	Annual feedback from SARS concerning the IRP5's positive?	Yes	Yes	0	Yes	Yes	3	Yes	
Properly manage salary related transactions	4/09-0256-1	Draft budgets completed and submitted to CFO by end of November?	Yes	Yes	0	Yes	Yes	3	Yes	
Properly manage VAT	4/09-0255	Zero difference between VAT declared and VAT paid to / received from SARS as submitted by the end of each month?	Yes	Yes	0	12 months	12 months	3	12 months	
Properly manage vehicle expenditure	4/13-0002	10 Monthly meetings with all directors held?			0	10 for the year with	10 for the year	3	10 for the year with	

						all directors			each director	
Provide accurate service information	4/09-0251	Monthly update of (elec & water) statistics and distribution losses done?	Yes	Yes	0	12 months	12 months	3	12 months	
Provide accurate service information	4/09-0228-1	R value retained by government due to improper reporting	R0	R0	3	R0	R0	3	R0	
Review of credit and debt collection policy	4/13-0003	Policy reviewed by end of June annually?	Yes	Yes	0	Yes	Yes	3	Yes	
Submit financial statements in line with legislation	4/09-0263	Annual financial statements submitted before 31 August?	Yes	Yes	3	Yes	Yes	3	Yes	

(b) Employees: Financial Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	3	3	0	0.00%
04 - 06	38	33	37	4	10.81%
07 - 09	12	13	14	1	7.14%
10 - 12	5	8	8	0	0.00%
13 - 15	3	1	1	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	60	59	64	5	

(c) Financial Performance: Financial Services

Operational ExpenditureType	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R16 702 638	R17 972 103	R18 783 759	R16 834 118	-6.76%
2 Repairs and Maintenance	R219 557	R1 331 704	R1 331 704	R228 133	-483.74%
3 Other	R13 284 961	R18 858 773	R10 846 622	R30 461 139	38.09%
TOTAL	R30 207 156	R38 162 580	R30 962 085	R47 523 390	

(d) Capital Expenditure: Financial Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Financial: Water Demand Management Systems	R1 000 000	R1 700 000	R686 277	-45.71%	R0
Equipment Financial	R30 416	R30 416	R30 336	-0.26%	R0
TOTAL	R1 030 416	R1 730 416	R716 613		

(e) Debt Recovery

Details	Previous Year Actual Billed	Previous Year Percentage	Billed In Year	Actual Billed	Percentage	Estimate Billed In Year	Estimate Actual Billed	Estimate Percentage
Electricity	R155 520 230	98.00%	R156 723 873	R191 016 803	0.00%	R0	R0	0.00%
Other	R370 891	98.00%	R0	R0	0.00%	R0	R0	0.00%
Property Rates	R67 455 826	110.00%	R78 360 687	R73 331 741	0.00%	R0	R0	0.00%
Refuse	R23 973 752	95.00%	R27 088 942	R18 045 669	0.00%	R0	R0	0.00%
Sanitation	R33 841 510	110.00%	R37 603 445	R24 089 849	0.00%	R0	R0	0.00%
Water	R36 508 010	96.00%	R41 620 161	R38 514 823	0.00%	R0	R0	0.00%

3.9.6 ADMINISTRATION OFFICE OF THE MUNICIPAL MANAGER

(a) Office of the Municipal Manager performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: % of capital budget spent on IDP projects	1/14-0029	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP (% of capital budget spent)	Between 95% and 105%	98.7% for the year	3	Between 95% and 105%	84.5% for the year	2.5	Between 95% and 105%	
2 Indicators from IDP										
1.1.3 Investigate new sources of revenue, external funding sources and government grants	2/13-0034	Investigate and report to management meeting	Annually in October	Yes	3	Yes (annually in October)	Yes	3	Yes (annually in October)	R18 million from the DHS as a contribution to develop 621 serviced sites. Still awaiting to be published in DORA. DEA Youth Jobs in Waste (implementing agent TEDCOR) 60 job opportunities to clean street and pavements - Approximately R1.2 million.
1.3.1 Investigate and report to the Mayoral Committee on the streamlining of municipal services to curtail expenditure	2/13-0036	Investigation completed and reported to the Mayoral Committee	Annually by October	Yes	3	Yes (annually by October)	Yes	3	Yes (annually by October)	Report submitted to MayCo on 14 Aug 2013

6.4.2 Manage the Municipality in an economically, effective and efficient way	2/12-0132	A clean audit obtained	Annually	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
3 Indicators Directors										
Annual report compilation and approval	3/09-0006-2	Annual Report as required by MFMA (121) approved	Yes (annually by end of March)	Yes	0	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Annual report compilation and approval	3/09-0006-1	Annual Report as required by MFMA (121) tabled	Yes (annually by end of January)	Yes	0	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Clean audit obtained	3/10-0001	Was a clean audit obtained from the Auditor-General?	Yes	Yes	0	Yes	Yes	3	Yes	
Council decision implementation	3/09-0007	% of due council decisions initiated	100.0%	100.0%	3	100%	100%	3	100%	
Functional macrostructure maintained	3/09-0009	Annual review of the macro structure completed	Yes (before end of June)	Yes	0	Yes (before end of June)	Yes	3	Yes (before end of June)	
Legally compliant procurement	3/09-0004	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum	0	3	0 maximum	0	3	0 maximum	
MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	3/10-0040	% of issues raised by the Auditor-General in an audit report addressed	100.0%	91.0%	2.5	100%	100%	3	100%	
Monitoring the IDP/Budget process	3/09-0008	Monthly checking of IDP/Budget process schedule done	Yes	Yes	0	10 months	10 months	3	10 months	
Performance and financial	3/09-0005	Monthly performance and	10	10	0	10	10	3	10 months	

monitoring		financial assessments done (excluding July and December)				months	months			
Sound management	3/09-0003	Monthly management meetings held	Yes	Yes	0	12	12	3	12	

(b) Employees: Office of the Municipal Manager

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	4	3	3	0	

(c) Financial Performance: Office of the Municipal Manager

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 952 512	R3 244 850	R3 353 505	R3 090 645	-4.99%
2 Repairs and Maintenance	R0	R1 050	R1 050	R0	0.00%
3 Other	R68 137	R75 255	R75 255	R63 278	-18.93%
TOTAL	R3 020 649	R3 321 155	R3 429 810	R3 153 923	

(d) Capital Expenditure: Office of the Municipal Manager

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Municipal Manager	R20 010	R20 010	R20 010	0.00%	R0
TOTAL	R20 010	R20 010	R20 010		

3.9.7 ADMINISTRATION PROTECTION SERVICES

(a) Protection Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
3 Indicators Directors										
Annual Report inputs provided by departments	3/09-0106	Departmental input to the annual report submitted by due date	Yes	Yes	0	Yes	Yes	3	Yes	
Assets safeguarding	3/14-0003-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management			0	Yes	Yes	3	Yes	
Assets safeguarding	3/14-0003-1	Each director to confirm the existence of all moveable assets within the department at a Management Team meeting			0	Yes (bi-annually by October and April)	Only in October	1.5	Yes (bi-annually by October and April)	KPI not correctly formulated and will be changed in new financial year
Assignments from the municipal manager completed	3/09-0108	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Audit issues resolved	3/09-0112-2	% internal actions implemented within agreed time frame	100.0%	N/a	2.5	100%	N/a	0	100%	
Audit issues resolved	3/09-0112-4	% of Auditor General's actions implemented within agreed time frame	100.0%	100% in Qtr 4	3	100%	100% in qtr 4	3	100%	
Audit issues resolved	3/09-0112-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working	100.0%	100.0%	3	100%	100%	3	100%	

		days								
Audit issues resolved	3/09-0112-1	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	100%	3	90.0%	100%	3.3	90.0%	
Average duration of vacancies reduced	3/10-0032	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	4.6 months average	3	3 months maximum	3.4 months average	3	3 months maximum	3 vacancies to be abolished due to restructuring process
Budget inputs provided by departments	3/09-0107	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	0	Yes	Yes	3	Yes	
Capital expenditure in line with budget and time frames	3/09-0100	% of capital budget spent	Between 95% and 105%	121.2%	3	Between 95% and 105%	96.1% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0101	Average % completion of capital projects	95.0% for the year	100.0% for the year	3	95.0% for the year	100% for the year	3.2	95.0% for the year	
Communication Strategy implementation	3/14-0017-1	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to the Director Corporate Services			0	Yes (annually by end of May)	No - submitted in June	3	Yes (annually by end of May)	Template was not issued in time
Communication Strategy implementation	3/14-0017-2	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services			0	4	4	3	4	
Correspondence addressed in a timely manner	3/09-0109	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	89.5% average	3	90.0%	94.4% average	3.2	90.0%	
Council decision implementation	3/09-0104	% of due council decisions initiated	100.0%	100.0%	3	100%	100%	3	100%	
EPWP monitoring	3/12-0010-2	Number of work opportunities created during the financial	221 for the whole	28 for the year	3	221 for the	29 for the year	3	314 for the whole	

		year	organisati on for the year			whole organisati on for the year			organisatio n	
EPWP monitoring	3/12-0010-1	Number of person days of work created during the financial year	11 792 (achieved in 2011/2012)	6 531 or the year	3	11 792 (achieved in 2011/2012)	6112 for the year	3		
Equal employment opportunity management	3/09-0110	% of employment opportunities applied for appropriate equity appointments	75.0%	100%	3	75.0%	66.6% average	2.7	75.0%	1 Coloured Male appointed in Semi-Skilled level where Coloured Males are overrepresented
Invocoms held	3/09-0115	% of invocoms held according to approved schedule	100.0%	100.0%	3	100%	100%	3	100%	
Operating expenditure in line with budget and time frames	3/09-0102	% of operating budget spent	Between 90% and 100%	147.4%	3	Between 90% and 100%	87.7% for the year	2.9	Between 90% and 100%	The account causing the deviation between actual and budget relates to an accounting entry (Provision). There is no actual cash flow and it is therefore applied according to GRAP Standards. The provision is an estimated amount based on an expectation (prior year's actual entry)
Performance and financial monitoring	3/09-0105	Monthly performance assessments and reconciliation of departmental records of expenditure with finance	10	10	0	10 months	10 months	3	10 months	

		records done (excluding July and December)								
Procurement in line with legal process	3/09-0111	% compliance with SCM policy with the exception of approved deviations	100.0%	98.7% average	3	100%	97.7% average	3	100%	
Productive workforce	3/10-0033	% of person days lost per month due to sick leave	4% pm maximum	3.5% pm average	3	4% pm maximum	3.9% pm average	2.7	4% pm maximum	REASONS: Sick leave trends INTERVENTIONS: Director and Manager: Traffic Law Enforcement initiating disciplinary actions
Risk identification and control implementation	3/09-0113	Quarterly confirmation of risk assessment	Yes	3 out of 4 qtrs	0	4	2	1.5	4	Risk assessments are performed by the Shared Services Risk Manager in conjunction with Directorate on a quarterly basis
Workforce training roll-out	3/09-0103	% of planned training sessions realised	100.0%	100.0%	3	100%	100% (9 out of 9 training sessions)	3	100%	

(b) Employees: Protection Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	0	0	0	0.00%
TOTAL	2	1	1	0	

(c) Financial Performance: Protection Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 225 777	R1 316 822	R1 359 983	R1 304 910	-0.91%
2 Repairs and Maintenance	R0	R1 323	R1 323	R0	0.00%
3 Other	R75 308	R79 342	R90 990	R74 102	-7.07%
TOTAL	R1 301 085	R1 397 487	R1 452 296	R1 379 012	

(d) Capital Expenditure: Protection Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

3.9.8 SECRETARIAT AND ARCHIVES

(a) Introduction

The secretariat and archives division renders a comprehensive and effective administrative support function regarding secretariat services, ward committees and archives and records activities to support the recording, updating, circulation and maintenance of information from, to and within the municipality.

During the year under review, the following number of Council meetings was held:

- Council meetings (including special meetings) = 9
- Portfolio Committee meetings = 9
- Executive Mayoral Committee meetings (including special meetings) = 19
- Ward Committee meetings = 9/ward for 12 wards

(b) Secretariat and Archives performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Adequately distribute all incoming correspondence	4/09-0070	% of incoming mail referred within 48 hours	80%	99.5%	3.8	80%	99.9% pm average	3.7	80%	
Appropriately manage the filing system	4/09-0069	Annual update of master copy completed by June?	Yes	Yes	0	Yes	Yes	3	Yes (by June)	
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-2	EMC agendas distributed monthly according to policy (i.e. 24 hours in advance)?	Yes	Yes	0	12	12	3	12	
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-1	Council agendas distributed each quarter according to policy (i.e. 48 hours in advance)?	Yes	Yes	0	4	5	3	4	
Ensure an effective secretariat	4/09-0064-3	Ward committee agendas	Yes	Yes	0	8 for the	9 for the	3	8 for the	

service to Council, Mayoral Committee and ward committees		distributed monthly at least 7 days before the meetings?				year	year		year	
Ensure that council minutes are placed on the Municipality's website	4/11-0001	Council minutes placed on the Municipality's website within 5 days after the council meeting?	Yes	Yes	0	12	12	3	12	
Ensure that ward committees are continually engaged	4/09-0066	Number of ward committee meetings held per annum	At least 72	82 for the year	3	At least 72	101 for the year	3	At least 72 for the year	
Ensure the disposal of records according to Disposal Authorities issued by the Provincial Archivist	4/11-0002	Disposal of records according to Disposal Authorities done by June?	Yes	No	0	Yes	Yes	3	Yes (by June)	
Ensure the timely distribution of resolutions to appropriate officials	4/09-0065	Average number of days to distribute EMC, Council and ward committee resolutions according to policy	7 maximum	5.5 days average	2.9	7 maximum	5.0 pm average	3	7 maximum	
Improve access to municipal policies and bylaws	4/09-0084	Annual review of policy register completed by end of June?	Yes	Yes	0	Yes	No	0	Yes (by end of June)	The policy register could not be finalised due to the incompleteness of the 2014 indexing of the minute books. The minute books are needed to do the cross referencing in the policy register. Disciplinary action considered against official concerned.
Manage archives in a legally compliant manner	4/09-0071	Quarterly inspection reports submitted?	Yes	Yes	0	4	4	3	4	

(c) Employees: Secretariat and Archives

Employees incorporated under Administration Corporate Services.

(d) Financial Performance: Secretariat and Archives

Operational expenditure incorporated under Administration Corporate Services.

(e) Capital Expenditure: Secretariat and Archives

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

(f) Comment on the performance of Secretariat and Archives overall

No comment.

3.9.9 MARKETING AND TOURISM

(a) Introduction

Swartland Municipality provides funding to the Cape West Coast tourism organisation in terms of a Service Level agreement. The funding is mainly used for personnel to man the offices and marketing through brochures and attendance of festivals and indabas. In the region there are 5 tourism offices, namely Malmesbury, Riebeeck valley, Moorreesburg, Darling and Yzerfontein.

(b) Marketing and Tourism performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-1	Quarterly reports submitted by LTO?	Yes	Yes	0	4	5	3	4	
Ensure the Local Tourism	4/09-0085-2	Annual financial statements	Yes	No	0	Yes	No, by	0	Yes	Waited for financial

Organisation (LTO) complies with the Service Level Agreement		submitted by June?					August only			statements
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-3	Annual Report by Chairperson submitted by September?	Yes	Yes	0	Yes	Yes	3	Yes	

(c) Employees: Marketing and Tourism

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	1	1	1	0	

(d) Financial Performance: Marketing and Tourism

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R348 448	R345 856	R368 270	R375 741	7.95%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
3 Other	R644 154	R650 478	R650 581	R702 386	7.39%
TOTAL	R992 602	R996 334	R1 018 851	R1 078 127	

(e) Capital Expenditure: Marketing and Tourism

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
No capital projects for the current financial year	R0	R0	R0	0.00%	R0

(f) Comment on the performance of Marketing and Tourism overall

The tourism organisations have Annual General Meetings and new committee members are elected every second year. The Cape West Coast / Swartland Tourism Association is evaluated annually on their KPI's.

3.9.10 STRATEGIC MANAGEMENT

(a) Introduction

The purpose of Strategic Management is to provide an efficient and pro-active strategic service to the Council, the Municipal Manager and the Organisation which includes -

- Development and management of strategic services
- Community participation as described in chapter 4 of the Municipal Systems Act
- Integrated development planning as described in chapter 5 of the Municipal Systems Act
- Performance management as described in chapter 6 of the Municipal Systems Act
- Programme and project management
- Intergovernmental alignment
- Local economic development

(b) Strategic Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
6.1.1 Ensure up to date strategic plan (IDP) as per legislative requirements	2/13-0040	Annual review of Strategic plan (IDP) completed	Annually by May	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	Approved by Council 28 May 2015
4 Indicators Division Heads										
Ensure effective performance management	4/09-0015	Annual revision of KPIs and targets done by end of May?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure legal compliance	4/09-0014	% of Auditor General	90%	100%	3	90%	100%	3.3	90%	

regarding integrated development planning		requirements with respect to IDP and Annual Plans met								
Ensure legal compliance regarding performance management	4/09-0013	% of Auditor General requirements with respect to PMS met	85%	100%	3.5	85%	100%	3.5	85%	

(c) Employees: Strategic Management

Included under Administration Municipal Manager

(d) Financial Performance: Strategic Management

Included under Administration Municipal Manager

(e) Capital Expenditure: Strategic Management

None

(f) Comment on the performance of Strategic Management overall

No comment.

3.9.11 INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)**(a) Introduction****Internal Audit**

The purpose of the Internal Audit Activity (IAA) is to provide an independent, objective assurance and consulting services designed to add value and improve Swartland Municipality's operations. The scope of work of the IAA is to determine whether the municipality's network of risk management, control and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure amongst others the:

- i. Safeguarding of assets;
- ii. Compliance with laws, regulations and contractual obligations;
- iii. Reliability and integrity of information; and
- iv. Economic, efficient and effective use of resources.

The Manager, Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and executed. Included in the plan are special tasks or projects requested by Management and the Performance -, Risk- and Financial Audit Committee. Reporting to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns is done on a monthly basis. Quarterly Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed. Minutes of these meetings are submitted to the Executive Mayoral Committee and noted at Council meetings as being received.

Risk Management

A fully functional Enterprise Risk Management unit has not been established within Swartland Municipality as it is uneconomical to appoint a fulltime person. However, the appointment of a Chief Risk Officer as a Shared Service between the West Coast district municipalities to drive enterprise risk management within the municipalities has been identified. Risk Management is one of management's core responsibilities and therefore the Internal Audit unit as part of their consulting services, assisted management with the implementation of risk management.

Each Directorate in conjunction with the Chief Risk Officer have compiled Operational Risk Assessments as well as a Strategic Risk Assessment to determent the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. These Risk Assessments are reviewed on a quarterly basis to identify changes in the risk exposure that will result from changes in the organisation as well as external factors. Risk Management has been implemented in a comprehensive and integrated way, throughout the municipality rather than only in selected business areas or disciplines. The identified risks are prioritised which enables management to focus more time, effort and resources on higher risk areas. Identified high risk areas form part of the IDP and Performance Management system which ensures that it is monitored on a continuous basis.

(b) Internal Audit (including Risk Management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
6.2.1 Compile / review RBAP according to updated risk assessments	2/12-0121	RBAP updated	Annually	Yes	3	Yes (annually by July)	Yes	3	Yes (annually by July)	Risk based internal audit plan was approved by Audit committee on 5 June 2014
6.2.1 Identify risks affecting the organisation	2/12-0119	Updated strategic risk assessment	By August 2013	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	Quarterly Risk Assessments are updated in conjunction with all Directorates.

										Quarterly feedback is given to the MM and the Audit Committee
6.3.1 Promote awareness of fraud and corruption and whistle blowing procedures and contact numbers under staff and the public	2/12-0125	Awareness campaign by external service provider for all departments up to supervisor level completed	Annually by August	Yes	3	Yes (annually by August)	Yes	3	Yes (annually by August)	
6.4.2 Maintain an effective independent Audit Committee function as per legislation	2/12-0131	Annual evaluation of Audit Committee by Mayor and MM completed	Annually	Yes	3	Yes (annually by January)	Yes	3	Yes (annually by January)	
4 Indicators Division Heads										
Continuously update the risk profile of the Municipality	4/09-0005	Compilation of Risk Based Audit Plan (RBAP) completed by end of July and approved by the Audit Committee in Quarter 1?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure consistent and accurate performance monitoring	4/09-0001	Performance measurement tabled at Audit Committee in Qtr 1 and Qtr 3?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure proper identification of risks in the Municipality	4/09-0007-1	Quarterly review and update of risk assessment of all directorates done?	Yes	Qtr 2 done	0	1 per director per quarter	10 for the year	4	1 per director per quarter	
Ensure that management is aware of all audit related issues	4/09-0002	Monthly reports regarding internal audit activities submitted to the Municipal Manager?	Yes	Yes	0	3 per quarter	3 for all 4 quarters	3	3 per quarter	
Ensure that the Audit Committee function as per legislation	4/09-0004-2	Reports issued by the Audit Committee to Council during	2 p.a.	2	3	2 p.a.	3 for the year	3	2 p.a.	

		Quarters 2 and 4?								
Ensure that the Audit Committee function as per legislation	4/09-0004-1	At least four Audit Committee meetings held per annum - one each quarter?	4	4	3	1 per quarter	4 (all quarters)	3	1 per quarter	
Ensure that the Audit Committee is informed of all audit (AG and internal) as well as evaluation reports regarding compliance, controls and risk management	4/09-0003	Quarterly reports submitted to Audit Committee regarding risks affecting the Municipality to ensure opinion on combined assurance to Council?	Yes	Yes	0	1 per quarter	4 (all quarters)	3	1 per quarter	
Ensure up to date policies	4/12-0006-4	Annual review of Internal Audit Charter by end of June?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure up to date policies	4/12-0006-3	Annual review of Audit Committee Charter by end of June?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure up to date policies	4/12-0006-2	Annual review of Risk Management Plan by end of June?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure up to date policies	4/12-0006-1	Annual review of IA Strategic and Work procedure by end of June?	Yes	No	0	Yes	Yes	3	Yes	
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-4	Quarterly key control report compiled on behalf of the AG and approved ?			0	4	3	3	4	1st Quarter Key Control report will be issued in October'14
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-3	Comments/action plan obtained from responsible manager within 5 days from date of issue for all COMAFS submitted by the AG			0	Yes	Yes	3	Yes	
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the	4/09-0008-1	% of Auditor General requests for documents and information effectively obtained and	100%	100%	3	100%	100%	3	100%	

implementation of the AG's findings		submitted (Audit File) within 2 working days								
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-2	% of outstanding findings addressed according to schedule deadlines	100%	82% in Qtr 4	2.5	100%	100% in qtr 4	3	100%	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-1	% execution of the RBAP	80% for the year	74% for the year	2.8	80% for the year	104.0% for the year	3.9	80% for the year	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-2	% of outstanding internal audit findings addressed according to scheduled deadlines	100%	74% in Qtr 4	2.2	100%	97.0% in qtr 4	2.9	100%	

(c) Employees: Internal Audit

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	0	1	1	100.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	1	2	1	

(d) Financial Performance: Internal Audit

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R70 955	R305 255	R155 555	R75 641	-303.56%
1 Employees	R816 759	R893 660	R956 121	R900 717	0.78%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
TOTAL	R887 714	R1 198 915	R1 111 676	R976 358	

(e) Capital Expenditure: Internal Audit

None

(f) Comment on the performance of Internal Audit (including Risk Management) overall

Performance of Internal Audit/ Risk Management

During the financial year, the Internal Audit Unit executed various audits and investigations of which the results were directly reported to the Performance -, Risk - and Financial Audit Committee, Municipal Manager and relevant Directors. Included in the internal audit reports, an agreed management action is indicated for each audit finding. The implementation of findings issued by Internal Audit and the Auditor-General are managed by means of a list indicating "Findings not yet implemented" which is updated after the execution of the relevant follow-up audits. Risk Assessments performed by the Chief Risk Officer, Shared Services were submitted to the above mentioned committee as well.

Quarterly Performance -, Risk - and Financial Audit Committee meetings were held and administrated by the Manager, Internal Audit.

3.9.12 HUMAN RESOURCES

(a) Introduction

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

(b) Human Resources performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
Promote employment equity through continuous planning	4/09-0097-1	Compilation/review of Employment Equity plan completed by end of November?			0	Yes	Yes	3	Yes (by end of November)	
2 Indicators from IDP										
3.1.2 Monitor the level of motivation of the workforce	2/12-0059	Perception / satisfaction survey completed			0	Yes (by end of March 2015)	Yes	3		
3.1.3 Develop and implement policy for the recognition of achievement	2/12-0060	Policy developed and submitted to Management Team	Annually from July 2014	N/a	0	Yes (by June 2015)	Yes	3	Yes (by June 2016)	
4 Indicators Division Heads										
Continuously train and develop staff	4/09-0094-1	Annual compilation of new Skills Development Plan completed by end of April?	Yes	Yes	0	Yes	Yes	3	Yes (by end of April)	
Continuously train and develop staff	4/09-0094-2	Annual report on bursaries submitted in February?	Yes	Yes	0	Yes	Yes	3	Yes (in February)	
Ensure legal compliance regarding employment equity reporting	4/09-0098	Employment Equity Report submitted to Department of Labour by end of September?	Yes	Yes	0	Yes	No	0	Yes (by end of January)	EE Amendment Act changed due date for online reporting to 15 January of following year.

										Report was submitted in December 2014
Ensure that the Local Labour Forum complies with legal requirements	4/09-0100	Report submitted quarterly to SALGBC	Yes	Yes	0	4	4	3	4	
Ensure the efficient and timely administration of appointments	4/09-0089	% external appointments made within 3 months after advertising	75%	100%	4	75%	100%	4	75%	
Keep human resource policies up to date	4/09-0093	Status report submitted annually to Director Corporate Services by end of October	By end of October	Yes	0	Yes	Yes	3	Yes (by end of October)	
Keep the organogram up to date	4/09-0092	Annual review of the organogram completed and submitted to Council by end of June?	Yes	Yes	0	Yes	Yes	3	Yes (by end of June)	
Maintain a safe working environment	4/09-0103-1	% of person days per month lost due to injuries	2% pm maximum	0.24% pm average	3	2 pm maximum	0.19% pm average	3	2 pm maximum	
Promote a productive workforce	4/09-0102	% of person days lost per month	3% pm maximum	2.9% pm average	3	3 pm maximum	2.9 pm average	3	3 pm maximum	
Properly manage disciplinary disputes and processes	4/09-0099-1	Bi-annual report compiled and submitted to Management in July and January?	Yes	Yes	0	Yes	Yes	3	Yes (in July and January)	
Properly manage disciplinary disputes and processes	4/09-0099-2	Number of unfavourable awards for the employer regarding disputes (CCMA)	0 maximum	0	3	0 maximum	0	3	0 maximum	
Properly manage Staff doing private work	4/09-0108	Quarterly report submitted to Municipal Manager on private (outside) work done by staff?	Yes	Yes	0	4	4	3	4	

Sufficiently orientate new staff to Swartland values	4/09-0104	% of new personnel receiving induction within one month after employment	100%	100%	3	100%	100%	3	100%	
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(c) Employees: Human Resources

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	5	5	0	

(d) Financial Performance: Human Resources

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 917 209	R2 044 981	R2 207 055	R2 021 946	-1.14%
2 Repairs and Maintenance	R0	R0	R0	R0	0.00%
3 Other	R1 252 200	R1 462 260	R1 810 739	R1 634 587	10.54%
TOTAL	R3 169 409	R3 507 241	R4 017 794	R3 656 533	

(e) Comment on the performance of Human Resources overall

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

3.9.13 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

(a) Introduction

The ICT Department of Swartland Municipality provides the following services: telephone and e-mail communication, Internet access, active directory authentication, file storing services, network connectivity between offices, various applications, for example MS Office, Promun and Collaborator. The Department also implements and gives support on all PC's, servers, printers, copiers, telephones, PABX systems, Access / TA (time and attendance) control, wired and wireless networks and includes both hardware and software. The Department consists of 3 full time officials, who support approximately 190 users. Most of the server infrastructure is virtualised and runs on 3 physical servers, connected to a central storage device. The Department is responsible for the backup and restoration of the Municipality's data and also implement and maintain the Municipality's IT Disaster Recovery site. Furthermore, the Department also tries to reduce the Municipality's expenditure by making use of new technology. We have installed a number of VoIP PABX systems at the larger satellite offices in order to utilize our wide area network more effectively, rather than expensive Telkom lines. We e-mail about 4,500 accounts to residents instead of posting printed accounts, which further means a saving on both printing and posting fees. Some of the challenges the department face are, for example, ageing infrastructure, increasing demand for storage space, bandwidth constraints and user training.

(b) ICT Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Address requests effectively	4/09-0271	% of requests lodged with Helpdesk resolved within 48 hours	75%	88.8%	3.6	75%	92.4% pm average	3.7	75%	
Ensure proper management of IT systems	4/09-0275	Quarterly IT Committee meetings held?	Yes	Yes	0	4	4	3	4	
Ensure relevant and efficient IT service and infrastructure	4/12-0007-1	Annual review of IT Governance Framework by end of May?	Yes	N/a	0	Yes	Yes	3	Yes	
Ensure relevant and efficient IT service and infrastructure	4/12-0007-3	Annual survey of new strategic IT needs and changes in the organisation done and submitted to Management Team by end of October?	Yes	Yes	0	Yes	Yes	3	Yes	

Ensure relevant and efficient IT service and infrastructure	4/12-0007-2	Annual review of ICT Strategic Plan by end of May?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure that all personnel have full time access to the computer network	4/09-0269	% availability of critical IT resources / services?	100%	100%	3	98%	100%	3.1	98%	

(c) Employees: ICT Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	2	1	2	1	50.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	3	4	1	

(d) Financial Performance: ICT Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 065 422	R2 175 537	R2 233 049	R2 206 479	1.40%
2 Repairs and Maintenance	R258 268	R462 644	R407 092	R270 277	-71.17%
3 Other	R3 633 865	R5 273 462	R5 189 445	R4 426 559	-19.13%
TOTAL	R5 957 555	R7 911 643	R7 829 586	R6 903 315	

(e) Capital Expenditure: ICT Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
IT: General capital	R125 000	R129 407	R128 123	2.44%	R0
IT: Monitor Replacements	R45 000	R47 100	R47 078	4.41%	R0
IT: Desktops	R175 500	R186 421	R183 492	4.36%	R0
IT: Scanner Replacements	R5 000	R5 000	R4 666	-7.16%	R0
IT: Storage Array Network (SAN)	R500 000	R500 000	R497 336	-0.54%	R0
IT: Notebooks	R130 000	R130 000	R124 983	-4.01%	R0
Equipment: 6 Vendor points (EQ/Share)	R0	R73 265	R73 016	100.00%	R73 265
IT: Firewall	R100 000	R95 593	R95 593	-4.61%	R0
IT: MS Software	R845 000	R845 000	R861 683	1.94%	R0
IT: Printers	R56 000	R52 070	R52 070	-7.55%	R0
IT: Wireless and Fiber Network	R50 000	R51 000	R50 204	0.41%	R0
IT: Terminal Replacements	R80 000	R76 900	R76 068	-5.17%	R0
TOTAL	R2 111 500	R2 191 756	R2 194 312		

(f) Comment on the performance of ICT Services overall

The IT strategy is aligned with the strategic objectives of Swartland Municipality's Integrated Development Plan (IDP). The IDP objectives are set out below:

- A financially sustainable municipality with well maintained assets
- Satisfied, involved and well informed clients
- An effective, efficient, motivated and appropriately skilled work force
- Access to affordable and reliable municipal infrastructure
- Sustainable development of the municipal area (with special emphasis on previously neglected areas)
- A lean, integrated, stable and corruption free organisation
- Increased community safety through traffic policing, by-law enforcement and disaster management

The ICT services aid and assist in achieving the IDP strategic objectives in the following manner.

- A stable technology environment and infrastructure to support business units and departments in achieving their objectives

- Reduced down time of systems
- Increased support and optimized application and infrastructure resulting in increased productivity within Swartland Municipality
- Secure and govern IT assets
- Reduce cost through IT without compromising support and productivity
- Bring innovation through IT when required to support economic growth.

The current capital projects are to upgrade aging infrastructure, to bring down operating and maintenance cost by making use of virtualization and to bring down capital expenditure by making use of equipment with a longer life cycle.

During the past financial year the IT Department upgraded the FireWall. This upgrade provided the Municipality with increased security. The migration from the old infrastructure to the new one was done without any system downtime or service disruption to the public. The whole project was completed within the ambit of the budget and also ahead of time.

3.9.14 SUPPLY CHAIN MANAGEMENT

(a) Introduction

Swartland Municipality has a fully functional Supply Chain department. All the various Bid Committees have been established and are functioning. The municipality has implemented an automated Supplier Database, which is updated on a daily basis. An Exception report is available for a specific period for all changes made on the database regarding bank details, tax clearance certificates, declaration of interest, etc. and is utilised by Management to identify any irregular/ unauthorised amendments. A monthly Deviation report is submitted to the CFO and Management Team with explanations of all awards made during the previous month where the prescribed SCM processes could not be followed due to certain circumstances such as emergencies, sole supplier, etc. Quaterly reports are submitted to the Executive Mayor on the implementation of the Supply Chain Management Policy.

Long outstanding requisitions and orders are monitored by means of available system reports and forms part of the monthly performance management of the CFO. Delays are communicated to the users.

(b) Supply Chain Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Comply with statutory reporting requirements	4/09-0280	% of reporting requirement met	100%	100%	3	100%	100%	3	100%	
Ensure that all service providers are accessible for the municipality	4/09-0279	Annual update of the supplier list by inviting new suppliers to register completed before end of March?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure that all service providers comply with tax clearance certification	4/09-0278	Monthly verification that tax clearance certificates are included with all formal and informal tenders?	Yes	Yes	0	12 months	12 months	3	12 months	
Keep the supply chain management policy relevant and up to date	4/09-0282	Annual review of SCM Policy completed by end of May?	Yes	Yes	0	Yes	Yes	3	Yes	
Properly manage expenditure	4/09-0276-1	No order was placed, but paid, that would lead to unauthorised spending during the month?	Yes	Yes	0	12 months	12 months	3	12 months	
Properly manage municipal stores and stationary	4/09-0277-4	Annual auction held before end of November?	Yes	Yes	0	Yes	Yes	3	Yes	
Properly manage municipal stores and stationary	4/09-0277-2	Annual stock-taking completed by end of June?	Yes	Yes	0	Yes	Yes	3	Yes	
Properly manage municipal stores and stationary	4/09-0277-1	Quarterly stock spot checks done?	Yes	Yes	0	4	4	3	4	

(c) Employees: Supply Chain Management

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	8	8	8	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	2	1	2	1	50.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	13	12	13	1	

(d) Financial Performance: Supply Chain Management

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
2 Repairs and Maintenance	R2 204	R567	R567	R988	42.61%
1 Employees	R3 123 204	R3 469 951	R3 663 346	R3 433 819	-1.05%
3 Other	R614 943	R837 539	R838 128	R560 809	-49.34%
TOTAL	R3 740 351	R4 308 057	R4 502 041	R3 995 616	

(e) Comment on the performance of Supply Chain Management overall

Swartland Municipality adopted and implemented a Supply Chain Policy on 1 January 2006 in compliance with the guidelines set down by the SCM Regulations 2005. The Supply Chain Policy has to be reviewed annually, and amended if necessary. Amendments to the policy were approved by the Executive Mayoral Committee on 13 May 2015. No councillors are members of any committee handling Supply Chain processes. One Supply Chain official have finished the MFMP training. No remarks were made in the Auditor-General's report concerning the quality of Supply Chain Management.

3.9.15 MUNICIPAL PROPERTY MAINTENANCE

(a) Introduction

The division is responsible for the maintenance, operation, upgrading and extion of buildings and structures as well as the painting of road markings in streets. Projects are identified through a continious process of inspections and condition assessment taking into account maintenance scheduled maintenance activities. The division also ensure that all buldings conforms to the relevant health and safety regulations.

(b) Municipal Property Maintenance performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
4.3.7 Secure a realistic amount on the annual budget for municipal buildings and facilities	2/12-0094	Percentage of annual budget allocated for buildings and facilities in terms of depreciated value of assets made available for upgrading and refurbishment	30% by 2016	1.12%	0	30% by 2016	0.9% of the depreciated asset value	3	7.5% of the depreciated asset value	
4 Indicators Division Heads										
Complete road markings on time	4/09-0061-2	% of road markings work schedule completed	100%	100% for the year	3	100% for the year	100% for the year	3	100% for the year	
Complete road markings on time	4/09-0061-3	% of requests / complaints addressed within 2 weeks	100%	N/a	3	100%	100%	3		
Complete road markings on time	4/09-0061-1	% of the operating budget for road markings spent	100%	97% for the year	2.9	100% for the year	94.0% for the year	2.8	100% for the year	R50 000 added with virement
Effectively execute maintenance projects	4/10-0007-1	% of planned and/or unforeseen maintenance projects of council buildings completed	90%	91% for the year	3	90% for the year	101.0% for the year	3.4	90% for the year	

Ensure that council buildings remain functional	4/09-0060-3	% legitimate complaints i.r.o. incidents addressed within 24 hours	100%	N/a	3	100%	100%	3	95% minimum	
Ensure that council buildings remain functional	4/09-0060-1	% of the operating budget for maintenance of council houses and council buildings spent	100%	108% for the year	3.2	100% for the year	94.0% for the year	3	95% for the year	Veriment of R200 000. Increase in income (several burglaries) plus refund from insurance in the same vote

(c) Employees: Municipal Property Maintenance

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	6	6	6	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	8	8	8	0	

(d) Financial Performance: Municipal Property Maintenance

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 767 812	R1 745 468	R1 811 167	R1 871 935	6.76%
2 Repairs and Maintenance	R1 880 130	R1 502 555	R1 502 555	R1 656 158	9.27%
3 Other	R8 709 888	R5 803 374	R5 811 950	R6 612 904	12.24%
TOTAL	R12 357 830	R9 051 397	R9 125 672	R10 140 997	

(e) Comment on the performance of Municipal Property Maintenance overall

The devision was able to implement all capital projects within the allocated budget and time frames.

3.9.16 TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)

(a) Introduction

The Corporate Services Directorate is responsible for the administration of the Municipality's property portfolio, including the sale and lease of immovable properties and all transactions and contracts relating to same, and to ensure that all related actions and documents are legally compliant.

Legal Services are outsourced but the Directorate assists council, executive structures and the various municipal directorates with, inter alia,

- the interpretation and application of national and provincial legislation;
- policy formulation within the applicable legal frameworks;
- the assessment of legal risks and obtaining legal opinions where necessary; and
- the administration of legal actions and claims on behalf of and against the Municipality.

(b) Town and community halls (including property and legal) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Adequately maintain facility infrastructure	4/09-0081	Annual maintenance audit completed by December?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure effective rental management	4/09-0079-1	Annual review of rental policies and rates completed by end of May?	Yes	Yes	0	Yes	Yes	3	Yes	
Ensure regular reporting on property disposals / leases	4/13-0001-1	Quarterly report submitted to Provincial Treasury on disposals/letting of immovable property (by end January, end April, end July and end October)			0	4	4	3	4	

(c) Employees: Town and community halls (including property and legal)

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	13	11	13	2	15.38%
04 - 06	1	2	2	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	16	14	16	2	

(d) Financial Performance: Town and community halls (including property and legal)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R334 373	R459 899	R459 899	R308 517	-49.07%
2 Repairs and Maintenance	R19 930	R26 121	R26 121	R38 122	31.48%
1 Employees	R2 277 118	R2 445 604	R2 628 327	R2 222 787	-10.02%
TOTAL	R2 631 421	R2 931 624	R3 114 347	R2 569 426	

(e) Capital Expenditure: Town and community halls (including property and legal)

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Total Project Value
Equipment Corporate: Halls and buildings	R42 000	R30 411	R24 776	-69.52%	R0
Purchase of land from Transnet (erf 1534 Malmesbury)	R1 250 000	R811 404	R0	0.00%	R1 250 000
Expropriation of Land (De Hoop) for Housing	R438 596	R438 596	R438 596	0.00%	R438 596

(f) Comment on the performance of Town and community halls overall

Town/Community Halls exists in the towns of Malmesbury, Westbank, Moorreesburg, Rosenhof, Yzerfontein, Darling and Abbotsdale.

Halls are utilised on a regular basis including standing users of which the WP Bloodtransfusion Services and SASSA are examples.

Cleaning of halls is done by municipal cleaning staff while maintenance of the buildings is the function of our building department. Maintenance is being carried out subject to availability of funds.

There is a need for similar community facilities in the rest of Swartland.

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 INTRODUCTION

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets. This chapter will focus on some of the key issues relating to human resources and other organizational management issues. Issues which will be addressed includes the staffing rate of the municipality, personnel cost, the status quo of retirement funds and medical aid schemes, human resource policies and practices, as well as the remuneration of senior officials and councillors.

4.2 MUNICIPAL PERSONNEL

(a) Employees

Service Name	Posts	Employees	Vacancies	Vacancies As Percentage
Administration Civil Engineering Services	3	3	0	0.00%
Administration Corporate Services	13	12	1	7.69%
Administration Development Services	1	1	0	0.00%
Administration Financial Services	64	59	5	7.81%
Administration Municipal Manager	3	3	0	0.00%
Administration Protection Services	1	1	0	0.00%
Building Control	5	5	0	0.00%
Caravan Park Yzerfontein	6	6	0	0.00%
Cemeteries	1	1	0	0.00%
Civil Protection (including Disaster Management)	0	0	0	0.00%
Community Development	4	4	0	0.00%
Council General Expenses	0	0	0	0.00%
Electricity Distribution	40	40	0	0.00%
Fire Fighting Services	2	2	0	0.00%
Grants and subsidies Council	0	0	0	0.00%
Grants and subsidies Financial Services	0	0	0	0.00%
Grants and subsidies FMG	2	1	1	50.00%

Annual Report for 2014/2015

Harbour Yzerfontein	0	0	0	0.00%
Housing	3	2	1	33.33%
Human Resources	5	5	0	0.00%
ICT Services	4	3	1	25.00%
Internal Audit (including Risk Management)	2	1	1	50.00%
Libraries	16	16	0	0.00%
Licencing and Registration Services	23	20	3	13.04%
Local Economic Development	0	0	0	0.00%
Marketing and Tourism	1	1	0	0.00%
Municipal Property Maintenance	8	8	0	0.00%
Occupational Health and Safety (including Pollution Control)	2	2	0	0.00%
Parks and Recreational Areas	47	44	3	6.38%
Planning and Valuations	5	5	0	0.00%
Proclaimed Roads	0	0	0	0.00%
Rates Services	0	0	0	0.00%
Refuse Removal	68	67	1	1.47%
Secretariat and Archives	0	0	0	0.00%
Sewerage Services	28	25	3	10.71%
Sports Grounds	8	7	1	12.50%
Strategic Management	0	0	0	0.00%
Streets and Stormwater	75	68	7	9.33%
Supply Chain Management	13	12	1	7.69%
Swimming Pools	5	2	3	60.00%
Thusong Service Centres	3	3	0	0.00%
Town and Community Halls (including Property and Legal)	16	14	2	12.50%
Traffic and Law Enforcement Services	36	33	3	8.33%
Water Services	40	39	1	2.50%
TOTAL	553	515	38	

(b) Vacancy rate

Designation	Total Approved Posts	Vacancies	Vacancy Percentage
a Municipal Manager	1	0	0.00%
b Chief Financial Officer	1	0	0.00%
c Other S56 Managers (excluding Finance Posts)	5	0	0.00%
d Other S56 Managers (Finance Posts)	0	0	0.00%
e Police Officers	0	0	0.00%
f Fire fighters	2	0	0.00%
g Senior Management: Levels 13-17 (excluding Finance Posts)	35	0	0.00%
h Senior Management: Levels 13-17 (Finance Posts)	5	1	20.00%
i Highly skilled supervision: Levels 9-12 (excluding Finance Posts)	100	3	3.00%
j Highly skilled supervision: Levels 9-12 (Finance Posts)	8	1	12.50%

(c) Turn-over Rate

Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-Over Rate
527	30	5.69%

(d) Comment on municipal personnel

The stable environment of Swartland Municipality ensures that employees have stable careers and therefore there is a very low staff turnover of 6.34%. No section 57 and senior management vacancies existed during the reporting year.

4.3 MANAGING THE MUNICIPAL WORKFORCE

4.3.1 HR POLICIES AND PLANS

(a) HR policies and plans as on 30 June 2014

Name Of Policy	Completed	Revised	Date Adopted	Comment
Acting Allowance	100.00%	0.00%	2011-10-01	
Alcohol and Drug Policy & Procedure	100.00%	100.00%	2014-06-01	
Code of Conduct for employees	100.00%	0.00%		Part of Municipal Systems Act
Delegations, Authorisation & Responsibility	100.00%	100.00%	2015-05-28	
Disability	100.00%	0.00%	2011-10-01	
Disciplinary Code and Procedures	100.00%	0.00%		Collective Agreement
Education, Training and Development	100.00%	0.00%	2014-06-01	
Employee Assistance / Wellness	100.00%	0.00%	2013-05-01	
Employment Equity	100.00%	0.00%	2009-02-11	
Essential Services	0.00%	0.00%		
Exit Management	0.00%	0.00%		
Gift Policy	100.00%	0.00%	2010-08-01	
Grievance Procedures	100.00%	0.00%		Part of Main Collective Agreement
HIV/Aids	50.00%	0.00%		In process of compiling new policy
Information Technology	100.00%	100.00%	2012-07-01	
Job Evaluation	50.00%	0.00%		Process put on hold due to SALGA's process regarding job
Leave	100.00%	100.00%	2014-06-01	
Occupational Health and Safety	0.00%	0.00%		
Official Housing	100.00%	100.00%	2009-11-01	
Official Journeys	100.00%	100.00%	2012-03-01	
Official transport to attend Funerals	0.00%	0.00%		
Organisational Rights	100.00%	0.00%		Part of Main Collective Agreement
Other	0.00%	0.00%		

Outside Work	100.00%	100.00%	2013-11-01	
Overtime	100.00%	0.00%	2011-10-01	
Payroll Deductions	100.00%	0.00%		Part of Main Collective Agreement
Performance Management and Development	0.00%	0.00%		
Recruitment, Selection and Appointments	100.00%	100.00%	2014-06-01	
Remuneration Scales and Allowances	0.00%	0.00%		Collective Agreement
Resettlement	0.00%	0.00%		
Sexual Harassment	100.00%	0.00%	2010-03-01	
Smoking	100.00%	100.00%	2010-03-01	
Study Bursary	100.00%	100.00%	2013-11-01	
Uniforms and Protective Clothing	100.00%	100.00%	2014-04-01	
Work Organisation	0.00%	0.00%		

(b) Comment on HR policies and plans

Policies are not static documents and therefore have to be revised regularly. During the 2014/15 period a process involving all stakeholders, namely employer, councillors and unions, was followed where the following policies were addressed, namely, the Telephone Policy, Employment Equity Policy, Overtime Policy, Recruitment and Selection Policy and the Cell Phone Policy as well as a new HIV/AIDS Policy. The revision process had not been finalised by 30 June 2015.

4.3.2 INJURIES, SICKNESS AND SUSPENSIONS

(a) Number and cost of injuries on duty

Type Of Injury	Injury Leave Taken	Employees Using Injury Leave	Proportion Employees Using Sick Leave	Injury Leave Per Employee	Estimated Cost
Permanent disablement	0	0	0.00%	0	R0
Required basic medical attention only	261	30	11.49%	8.7	R107 658
Temporary total disablement	0	0	0.00%	0	R0
Fatal	0	0	0.00%	0	R0
TOTAL	261	30			

(b) Number of days and cost of sick leave (excluding injuries on duty)

Salary Band	Total Days Sick Leave	Proportion Without Medical Certification	Employees Using Sick Leave	Total Employees In Post	Average Days Per Employee	Estimated Cost
a Lower skilled (Levels 1 - 2)	200	31.00%	27	44	7.4	R68 808
b Skilled (Levels 3 - 5)	1408	32.60%	147	205	9.6	R460 583
c Highly skilled production (Levels 6 - 8)	912	20.80%	95	129	9.6	R485 590
d Highly skilled supervision (Levels 9 - 12)	933	17.10%	82	104	11.4	R680 061
e Senior management (Levels 13 - 18)	165	27.80%	31	40	5.3	R191 089
f MM and S56	18	33.30%	4	7	4.5	R51 823

(c) Comment on injury and sick leave

The percentage of employees absent due to sick leave and injury on duty is monitored on a monthly basis and is also part of the performance management system. Whenever the figure exceeds 3%, measures are put in place to address problem areas. Levels of absenteeism due to these reasons are relatively low with an average absenteeism for the period 2014/15 for sick leave being 2.9% and for injury on duty 0.2%. All injuries are investigated thoroughly and if necessary, the Health and Safety Officer addresses the problem areas through training and counselling. Injuries are examined by the municipality's own doctor, and where long or regular periods of sick leave are taken, prognosis reports are requested in order to determine the employees' fitness for duty.

(d) Comment on suspensions and cases of financial misconduct

There were no suspension of more than 4 months and any cases of financial misconduct within Swartland Municipality.

4.3.3 PERFORMANCE REWARDS

No performance rewards are paid to any staff member of Swartland Municipality.

4.4 CAPACITATING THE MUNICIPAL WORKFORCE

4.4.1 INTRODUCTION

MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its

human capital, the Municipality provides various learning and development opportunities for employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2014/2015 R1 150 420.77 was spent efficiency development.

4.4.2 SKILLS DEVELOPMENT AND TRAINING

(a) Annual Training Report: Number of employees trained as at 30 April 2015

Occupational Category	No of Employees in post at 30 April 2015	Type of Learning Intervention										Total
		Apprenticeship	Bursary	Learnership	RPL	Skills Programme	Short Course: Non-credit	AET1	AET2	AET3	AET4	
Legislators, senior officials and managers	7		1			3						4
Professionals	24		1			4						5
Techicians and Associate Professionals	30					30						30
Clerks	106					41						41
Services and Sales Workers	61					61						61
Skilled agricultural and fishery workers	1											
Craft and related trades workers	30											
Plant and machine operators and assemblers	42					38						38
Elementary occupations	228			2		73		3	6	7	4	95
TOTAL	529		2	2		250		3	6	7	4	274

(b) Financial Competency Development: Progress Report

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated Total: A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
a Accounting officer	1	0	1	1	1	1
b Chief financial officer	1	0	1	1	1	0
c Senior managers	5	0	5	5	5	5
d Any other financial officials	66	0	66	66	0	0
e Heads of supply chain management units	1	0	1	1	0	1
f Supply chain management senior managers	0	0	0	0	0	0
TOTAL	74	0	74	74	7	7

(c) Skills Development Expenditure as at 30 April 2015

Type of Learning Intervention	NQF Level	Number trained		Actual Amount Spent
		Female	Male	
Apprenticeship	1-4			
	5-7			
	8-10			
Bursary	1-4			
	5-7	2		R7 460
	8-10			
Learnership	1-4		2	LGSETA project
	5-7			
	8-10			
RPL	1-4			
	5-7			
	8-10			
Skills Programme	1-4	60	201	R874 644
	5-7	4	5	R255 500
	8-10			
Short Course: Non-credit	1-4			
	5-7			
	8-10			
TOTAL		66	208	R1 130 144

(d) Comment on skills development and related expenditure and on the financial competency regulations

The Municipal Finance Management Act (MFMA) prescribes that all senior managers and financial officials of municipalities comply to the Minimum Competency Regulations by 30 September 2015. The Municipal Finance Management Programme is therefore a training course that was compiled specifically in terms of the MFMA to enable senior managers and financial officials to adhere to the minimum competencies. The Stellenbosch University School of Public Leadership was appointed as the service provider to conduct the Municipal Finance Management Programme in the West Coast Region. Swartland Municipality enrolled 26 employees on the programme. The third group finished the programme on 21 November 2012. A forth group of 12 employees commenced with the training on 7 May 2012 with 30 October 2013 as completion date and a fifth group of 6 employees commenced on 16 June 2014. Included in these groups are 2 Financial Management Interns.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2014/2015 R1 150 420.77 was spent efficiency development.

4.5 MANAGING THE WORKFORCE EXPENDITURE

4.5.1 INTRODUCTION

Workforce expenditure is managed effectively, through regular (monthly) budget control meetings to discuss expenditure and rectify any overspending. No appointments are made unless the posts are funded and vacant on the post establishment. In order to obtain value for money from work force expenditure, the mandate for appointment is to appoint the candidate on the minimum notch of the scale unless motivation exists for appointment on a higher notch. The consultation for appointment on a higher notch is done by the Manager: Human Resources and the director concerned. Should consensus not be reached, there should be a cooling-down period of forty-eight (48) hours after which further consultation should take place to reach consensus. Consensus must be reached after the cooling-down period has elapsed.

4.5.2 EMPLOYEE EXPENDITURE

(a) Workforce Expenditure Trends

Operational Expenditure Type	Total Operating Expenditure	Actual Workforce Expenditure	Ratio
1 Employees	R516 196 892	R143 404 181	27.78%

(b) Number of employees whose salaries were increased due to their positions being upgraded

Salary Band	Gender	Total
a Lower skilled (Levels 1 - 2)	Female	0
a Lower skilled (Levels 1 - 2)	Male	0
a Lower skilled (Levels 1 - 2)	Male	0
a Lower skilled (Levels 1 - 2)	Female	0
b Skilled (Levels 3 - 5)	Female	0
b Skilled (Levels 3 - 5)	Male	0
b Skilled (Levels 3 - 5)	Female	0
b Skilled (Levels 3 - 5)	Male	0
c Highly skilled production (Levels 6 - 8)	Female	0
c Highly skilled production (Levels 6 - 8)	Male	0
c Highly skilled production (Levels 6 - 8)	Female	0
c Highly skilled production (Levels 6 - 8)	Male	0

d Highly skilled supervision (Levels 9 - 12)	Male	0
d Highly skilled supervision (Levels 9 - 12)	Female	0
d Highly skilled supervision (Levels 9 - 12)	Male	0
d Highly skilled supervision (Levels 9 - 12)	Female	0
e Senior management (Levels 13 - 18)	Male	0
e Senior management (Levels 13 - 18)	Female	0
e Senior management (Levels 13 - 18)	Male	0
e Senior management (Levels 13 - 18)	Female	0
f MM and S56	Female	0
f MM and S56	Female	0
f MM and S56	Male	0
f MM and S56	Male	0

(c) Employees whose salary levels exceed the grade determined by job evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
General Assistant	1	3	8	Implementation of TASK (Contractual to incumbent)
Access Control Officer	1	4	6	Implementation of TASK (Contractual to incumbent)
Meter Reader	1	5	6	Implementation of TASK (Contractual to incumbent)
Cashier	1	5	7	Implementation of TASK (Contractual to incumbent)
Clerk	1	5	7	Implementation of TASK (Contractual to incumbent)
Clerk	2	5	8	Implementation of TASK (Contractual to incumbent)
Secretary	1	6	7	Implementation of TASK (Contractual to incumbent)
Senior Clerk	25	6	7	Implementation of TASK (Contractual to incumbent)
Library Assistant	1	6	8	Implementation of TASK (Contractual to incumbent)
Senior Clerk	8	6	8	Implementation of TASK (Contractual to incumbent)
Senior Clerk	1	6	9	Implementation of TASK (Contractual to incumbent)
Executive Secretary	2	7	8	Implementation of TASK (Contractual to incumbent)
Principal Clerk	2	7	8	Implementation of TASK (Contractual to incumbent)
Senior Storeman	1	7	8	Implementation of TASK (Contractual to incumbent)
Senior Word Processor Operator	1	7	8	Implementation of TASK (Contractual to incumbent)

Annual Report for 2014/2015

Principal Clerk	1	7	9	Implementation of TASK (Contractual to incumbent)
Principal Clerk	1	7	10	Implementation of TASK (Contractual to incumbent)
Principal Clerk	2	7	11	Implementation of TASK (Contractual to incumbent)
Process Controller	1	7	12	Implementation of TASK (Contractual to incumbent)
Technical Assistant	1	8	10	Implementation of TASK (Contractual to incumbent)
Administrative Assistant	1	8	11	Implementation of TASK (Contractual to incumbent)
Chief Clerk	1	8	11	Implementation of TASK (Contractual to incumbent)
Technical Assistant	1	8	11	Implementation of TASK (Contractual to incumbent)
Chief Clerk	1	10	11	Implementation of TASK (Contractual to incumbent)
Personal Assistant to the MM	1	10	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	2	10	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	1	10	12	Implementation of TASK (Contractual to incumbent)
Manager Strategic Services	1	16	18	Implementation of TASK (Contractual to incumbent)

(d) Employees appointed to posts not approved

None

(e) Comment on upgraded posts and those that are at variance with normal practice

No posts were upgraded and are at variance with normal practice.

CHAPTER 5 – FINANCIAL PERFORMANCE

5.1 INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality is being subjected to extreme external cost pressures which include the effect of the tariff increases of Eskom, labour collective agreements which results in expenditure increases well above the normal inflation rate, the increased cost of fuel due to the declining currency and higher oil prices etc. The municipality is well aware of the effect of the global economic slowdown and the effect it have on the ability of the consumers to pay for services. The municipality therefore embarked on cost saving measures in its budgeting- and actual processes wherever possible.

GRAP compliance

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Accounting Standards Board annually issues a directive (Directive 5) indicating the relevant accounting standards which municipalities must comply with. The municipality implemented all the required standards and were able to obtain an unqualified audit report with no other matters, otherwise known as a “clean audit”. The municipality did not deviate from any of the standards.

5.2 STATEMENTS OF FINANCIAL PERFORMANCE

5.2.1 INTRODUCTION

The financial statements of the municipality has been audited by the Office of the Auditor-General and the paragraphs below reflects a high level summary of the financial results for the financial year.

5.2.2 STATEMENTS OF FINANCIAL PERFORMANCE

(a) Financial Summary

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Total Revenue (excluding capital transfers and contributions)	R454 793 571	R465 302 132	R482 578 122	R495 782 517	6.15%	2.66%
a Property rates	R70 550 894	R75 593 560	R73 866 076	R73 331 741	-3.08%	-0.73%
b Service charges	R250 966 781	R272 836 890	R259 825 706	R271 667 145	-0.43%	4.36%

Annual Report for 2014/2015

c Investment revenue	R12 933 876	R9 894 295	R9 894 295	R16 370 827	39.56%	39.56%
d Transfers recognised - operational	R66 151 954	R10 333 906	R46 834 146	R21 534 599	52.01%	-117.48%
e Other own revenue	R54 190 066	R96 643 481	R92 157 899	R112 878 205	14.38%	18.36%
1b Total Expenditure	-R478 742 561	-R496 231 646	-R546 640 373	-R516 196 891	3.87%	-5.90%
a Employee costs	R128 664 764	R140 888 304	R144 927 996	R135 230 511	-4.18%	-7.17%
b Remuneration of councillors	R7 702 905	R7 254 040	R8 450 130	R8 173 670	11.25%	-3.38%
c Depreciation and asset management	R69 939 407	R75 144 995	R75 144 995	R73 758 162	-1.88%	-1.88%
d Finance charges	R15 107 407	R14 643 982	R14 644 982	R14 767 582	0.84%	0.83%
e Materials and bulk purchases	R145 166 216	R161 610 433	R161 010 432	R162 971 555	0.84%	1.20%
f Transfers and grants	R1 974 647	R2 083 420	R2 083 420	R1 998 840	-4.23%	-4.23%
g Other expenditure	R110 187 215	R94 606 472	R140 378 418	R119 296 571	20.70%	-17.67%
1c Capital transfers and contributions	R44 307 351	R29 166 400	R56 019 548	R41 118 896	29.07%	-36.24%
a Transfers recognised - capital	R42 307 351	R27 666 400	R54 519 548	R39 565 334	30.07%	-37.80%
b Contributions recognised - capital and contributed assets	R2 000 000	R1 500 000	R1 500 000	R1 553 562	3.45%	3.45%

Decsription	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
Total sources of capital funds	-R85 453 034	-R81 073 971	-R113 495 708	-R96 134 324	15.67%	-18.06%
a Transfers recognised - capital	R42 194 451	R27 666 400	R54 540 548	R39 586 334	30.11%	-37.78%
b Public contributions and donations	R2 000 000	R1 500 000	R1 500 000	R1 500 000	0.00%	0.00%
c Borrowing	R0	R0	R0	R0	0.00%	0.00%
d Internally generated funds	R41 258 583	R51 907 571	R57 455 160	R55 047 990	5.70%	-4.37%

3 Financial position						
a Total current assets	R288 899 694	R248 026 101	R250 943 263	R330 236 054	24.89%	24.01%
b Total non-current assets	R1 791 830 975	R1 799 433 856	R1 820 514 034	R1 794 136 547	-0.30%	-1.47%
c Total current liabilities	R75 339 620	R99 700 760	R82 116 109	R97 375 642	-2.39%	15.67%
d Total non-current liabilities	R188 673 817	R186 304 758	R188 166 660	R190 386 741	2.14%	1.17%

4 Cash Flows						
a Net cash from (used) operating	R102 936 358	R77 624 026	R75 690 500	R121 385 542	36.05%	37.64%
b Net cash from (used) investing	R84 744 282	R80 850 471	R107 274 842	R96 759 895	16.44%	-10.87%
c Net cash from (used) financing	R7 539 480	R3 247 408	R3 287 945	R2 075 212	-56.49%	-58.44%
d Cash/Cash Equivalents at the year end	R222 994 961	R177 980 397	R188 122 674	R245 545 396	27.52%	23.39%
5 Cash backing/surplus reconciliation						
a Cash and investments available	R222 994 961	R177 980 397	R188 122 674	R245 545 396	27.52%	23.39%
b Application of cash and investments	R2 312 759	R0	R0	R0	0.00%	0.00%
c Balance - Surplus (Shortfall)	R0	R0	R0	R0	0.00%	0.00%
6 Asset Management						
a Asset register summary (WDV)	R1 761 129 677	R1 766 048 814	R1 790 348 391	R1 763 469 741	-0.15%	-1.52%
b Depreciation & asset impairment	R69 939 407	R76 644 995	R76 644 995	R73 758 162	-3.91%	-3.91%
c Renewal of existing assets	R56 491 425	R65 265 500	R65 543 571	R65 663 934	0.61%	0.18%
d Repairs and maintenance	R17 023 949	R20 206 856	R20 991 304	R19 650 716	-2.83%	-6.82%
7 Free Services						
a Cost of free basic services provided	R0	R25 622 033	R38 419 882	R31 251 252	18.01%	-22.94%
b Revenue cost of free services provided	R0	R43 093 000	R43 093 000	R43 093 000	0.00%	0.00%

(b) Financial Performance of Operational Services

Service	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Variance From Original Budget	Variance From Adjustment Budget
Administration Civil Engineering Services	R2 859 605	R2 846 338	R2 976 110	R2 994 865	4.96%	0.63%
Administration Corporate Services	R6 865 407	R7 195 389	R8 051 297	R7 065 595	-1.84%	-13.95%
Administration Development Services	R1 472 303	R1 670 400	R1 727 164	R1 477 831	-13.03%	-16.87%
Administration Financial Services	R30 207 156	R38 162 580	R30 962 085	R47 523 390	19.70%	34.85%
Administration Municipal Manager	R3 020 649	R3 321 155	R3 429 810	R3 153 923	-5.30%	-8.75%
Administration Protection Services	R1 301 085	R1 397 487	R1 452 296	R1 379 012	-1.34%	-5.31%

Annual Report for 2014/2015

Building Control	R1 803 682	R1 861 493	R1 949 021	R1 944 059	4.25%	-0.26%
Caravan Park Yzerfontein	R1 152 096	R1 310 036	R1 361 030	R1 256 305	-4.28%	-8.34%
Cemeteries	R303 189	R443 628	R444 109	R330 777	-34.12%	-34.26%
Civil Protection (including Disaster Management)	R227 774	R300 000	R150 000	R354 458	15.36%	57.68%
Community Development	R1 386 774	R1 733 947	R1 692 766	R1 600 168	-8.36%	-5.79%
Council General Expenses	R11 874 554	R13 252 561	R13 491 290	R12 789 932	-3.62%	-5.48%
Electricity Distribution	R154 304 651	R175 831 357	R176 397 229	R168 815 881	-4.16%	-4.49%
Fire Fighting Services	R2 742 646	R2 925 079	R2 984 419	R2 864 075	-2.13%	-4.20%
Grants and subsidies Council	R25 400 835	R1 074 306	R37 584 144	R11 651 222	90.78%	-222.58%
Grants and subsidies Financial Services	R0	R0	R0	R0	0.00%	0.00%
Grants and subsidies FMG	R1 300 980	R1 450 000	R1 450 000	R1 351 296	-7.30%	-7.30%
Harbour Yzerfontein	R177 751	R80 632	R60 349	R49 757	-62.05%	-21.29%
Housing	R1 497 277	R1 785 673	R1 664 695	R1 815 444	1.64%	8.30%
Human Resources	R3 169 409	R3 507 241	R4 017 794	R3 656 533	4.08%	-9.88%
ICT Services	R5 957 555	R7 911 643	R7 829 586	R6 903 315	-14.61%	-13.42%
Internal Audit (including Risk Management)	R887 714	R1 198 915	R1 111 676	R976 358	-22.79%	-13.86%
Libraries	R4 680 787	R5 393 421	R5 577 021	R5 525 210	2.39%	-0.94%
Licencing and Registration Services	R6 280 789	R6 713 242	R7 040 933	R6 180 439	-8.62%	-13.92%
Local Economic Development	R0	R0	R0	R0	0.00%	0.00%
Marketing and Tourism	R992 602	R996 334	R1 018 851	R1 078 127	7.59%	5.50%
Municipal Property Maintenance	R12 357 830	R9 051 397	R9 125 672	R10 140 997	10.74%	10.01%
Occupational Health and Safety (including Pollution Control)	R920 561	R988 937	R1 029 729	R955 407	-3.51%	-7.78%
Parks and Recreational Areas	R8 662 853	R9 360 542	R9 629 990	R9 146 549	-2.34%	-5.29%
Planning and Valuations	R4 001 432	R6 814 604	R6 204 535	R5 739 926	-18.72%	-8.09%
Proclaimed Roads	R253 487	R277 271	R1 337 271	R1 335 110	79.23%	-0.16%
Rates Services	R0	R0	R0	R0	0.00%	0.00%
Refuse Removal	R22 667 234	R26 962 938	R27 027 638	R24 801 146	-8.72%	-8.98%
Secretariat and Archives	R0	R0	R0	R0	0.00%	0.00%
Sewerage Services	R31 964 430	R37 507 183	R37 573 648	R38 107 191	1.57%	1.40%
Sports Grounds	R3 062 873	R3 347 823	R3 389 461	R3 163 005	-5.84%	-7.16%

Strategic Management	R0	R0	R0	R0	0.00%	0.00%
Streets and Stormwater	R43 598 074	R45 923 961	R46 462 461	R44 463 935	-3.28%	-4.49%
Supply Chain Management	R3 740 351	R4 308 057	R4 502 041	R3 995 616	-7.82%	-12.67%
Swimming Pools	R1 329 158	R2 253 767	R2 306 912	R1 924 522	-17.11%	-19.87%
Thusong Service Centres	R662 816	R742 016	R726 707	R667 652	-11.14%	-8.85%
Town and Community Halls (including Property and Legal)	R2 631 421	R2 931 624	R3 114 347	R2 569 426	-14.10%	-21.21%
Traffic and Law Enforcement Services	R30 142 040	R17 120 537	R33 190 275	R27 178 751	37.01%	-22.12%
Water Services	R42 880 731	R46 278 132	R46 596 013	R49 269 687	6.07%	5.43%
TOTAL	R478 742 561	R496 231 646	R546 640 375	R516 196 892		

(c) Comment on financial performance

Total operating expenditure amounted to R516.2m and 94.43% of the budget was spent. Expenditure realised lower than anticipated due to several line-items that have been underspent of which the following are examples: Housing Abbotsdale: Topstructure, Housing Phola Park, Planning: Municipal Flats, Social and Economic Facilities and Traffic Fines: Syntel. Also the estimation of Debt/Asset impairment was higher than anticipated.

Total operating revenue amounted to R535.3m and 99.67% of the budget was received.

5.2.3 GRANTS

(a) Grants received from the Division of Revenue Act (DoRA)

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
National Government						
Energy Efficiency and Demand Side Management Grant	R4 999 700	R4 000 000	R10 000 000	R10 000 000	60.00%	0.00%
Equitable Share Grant	R32 506 000	R43 093 000	R43 093 000	R43 093 000	0.00%	0.00%
Expanded Public Works Programme Integrated Grant	R1 000 000	R1 213 000	R1 213 000	R1 213 000	0.00%	0.00%
Integrated National Electrification Programme (Eskom) Grant	R0	R0	R0	R0	0.00%	0.00%
Local Government Financial Management Grant	R1 300 130	R1 450 000	R1 450 000	R1 351 295	-7.30%	-7.30%
Lotto	R0	R0	R0	R0	0.00%	0.00%

Annual Report for 2014/2015

Municipal Infrastructure Grant (MIG)	R17 395 000	R19 918 000	R19 918 000	R19 918 000	0.00%	0.00%
Municipal Systems Improvement Grant	R954 103	R934 000	R934 000	R897 645	-4.05%	-4.05%
TOTAL	R58 154 933	R70 608 000	R76 608 000	R76 472 940		
Provincial Government						
ACIP	R0	R0	R0	R403 572	100.00%	100.00%
Community Development: Workers	R0	R0	R58 800	R58 800	100.00%	0.00%
Development of sport and recreation facilities	R0	R150 000	R150 000	R150 000	0.00%	0.00%
Disaster Fund	R0	R140 306	R556 269	R507 936	72.38%	-9.52%
Financial Assistance to Minicipalities for Maintenance and Construction of Transport Infrastructure	R0	R1 060 000	R1 060 000	R1 059 800	-0.02%	-0.02%
Housing Consumer Educational Grant	R0	R0	R19 285	R19 285	100.00%	0.00%
Human Settlements Development Grant	R39 525 912	R3 100 000	R56 404 550	R18 475 811	83.22%	-205.29%
Library Service: Conditional Grant	R5 114 000	R1 660 000	R1 660 000	R1 660 000	0.00%	0.00%
Library Service: Replacement Funding for Most Vulnerable B3 Municipalities	R0	R4 157 000	R4 157 000	R4 157 000	0.00%	0.00%
Refurbishment of Municipal Flats	R0	R0	R3 000 000	R456 000	100.00%	-557.89%
THUSONG SERVICE CENTRES GRANT (Sustainability: Operational Support Grant)	R0	R218 000	R222 000	R222 000	1.80%	0.00%
Western Cape Financial Management Support Grant	R173	R0	R531 114	R431 114	100.00%	-23.20%
TOTAL	R44 640 085	R10 485 306	R67 819 018	R27 601 318		

(b) Comment on operating transfers and grants received from DoRA

Government grants and subsidies: Operating & Capital was underspend by **28.13%** and **27.42%** respectively due to the delayed PHola Park Housing project that was subject to mitigation as a result of comments and objections received during the public participation process. The remaining funds will be transferred to the new financial year.

(c) Grants received from sources other than DoRA

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
Sondeza	R0	R0	R0	R99 000	100.00%	100.00%
Public Contributions	R0	R1 500 000	R1 500 000	R1 512 000	0.79%	0.79%
	R0	R0	R0	R41 562	100.00%	100.00%
Cleanest Town	R0	R0	R19 676	R19 676	100.00%	0.00%
TOTAL	R0	R1 500 000	R1 519 676	R1 672 238		

(d) Comment on conditional grants and grant received from other sources

The municipality complied with the conditions attached to conditional transfers.

R1 450 000 was received for the Financial Management Grant of which R95 705 was applied for roll-over. R350 000 was received for the Financial Management Support Grant: Long Term Financial Plan of which R100 000 was applied for roll-over. The final Long Term Financial Plan will be tabled to Council in November 2015.

5.2.4 ASSET MANAGEMENT**(a) Introduction**

Assets under the control of each department are being managed by the relevant departmental heads. The Chief Financial Officer is responsible for maintaining an asset register for all assets which qualify to be capitalised.

Asset management is guided by the Asset Management Policy of the municipality. The policy is reviewed on an annual basis as part of the budget policies review process to ensure it complies with the latest requirements of GRAP, audit- and treasury directives.

(b) Treatment of the three largest assets acquired

Name	Description	Asset Type	Key Staff Involved	Staff Responsibilities	Asset Value	Capital Implications	Future Purpose of Asset	Describe Key Issues	Policies in Place to Manage Asset	Previous Year Value
WWTW Riebee k West and Riebee k Kasteel	Expansion of Sewerage Plan	Sewerage Infrastructure	Director: Civil Services, Sr Manager: Technical Civil Services	Oversight on the planning and construction phase	R21 179 889	Capital Replacement Fund	One Sewerage Plant for the Riebeeek Valley (including Riebeeek West, Riebeeek Kasteel and PPC)	One Sewerage Plant for the Riebeeek Valley (including Riebeeek West, Riebeeek Kasteel and PPC)	Asset Management Policy	R0

Annual Report for 2014/2015

Upgrading (CRRF)										
Energy Efficiency and Demand Side Management	Retrofit of existing streetlights with energy efficient technology	Electrical Infrastructure	Director Electrical Engineering, Manager Technical Services, Chief Technician	Design, Planning, Procurement, Installation, Oversight	R10 000 000	Grant from DOE	Improvement of energy efficiency	Improvement of energy efficiency	Maintenance policy	R0
WWTW Riebeeck West and Riebeeck Kasteel Upgrading (MIG)	Expansion of capacity of Sewerage Plan	Sewerage Infrastructure	Director: Civil Services, Sr Manager: Technical Civil Services	Oversight on the planning and construction phase	R18 119 508	Municipal Infrastructure Grant	One Sewerage Plant for Riebeeck Valley (including Riebeeck West, Riebeeck Kasteel and PPC)	One Sewerage Plant for Riebeeck Valley (including Riebeeck West, Riebeeck Kasteel and PPC)	Asset Management Policy	R0

(c) Comment on asset management

The municipality designed and implemented a system whereby each capital project is measured according to the requirements of the MFMA. The Council only approves projects where the full cost of the project, the future operating costs of the project as well as the effect that the costs associated with the project will have on tax and tariffs were considered by the Council.

(d) Repair and maintenance expenditure

Type	Operating Budget	Actual	% of Operating Budget
2 Repairs and Maintenance	R516 196 892	R19 650 716	3.81%

(e) Comment on repair and maintenance expenditure

Expenditure on repairs and maintenance does not keep track with the increase in asset values as well as the ageing of the infrastructure. A portion of repairs and maintenance is included in the capital budget. The norm of repairs and maintenance as a % of Property, plant and equipment and investment property (carrying value) is 8%. Swartland Municipality is currently at 1.1%.

The Medium Term Revenue and Expenditure Framework (MTREF) further indicates an increase in the amounts spend on repairs and maintenance as a percentage of total operating expenditure.

5.2.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Financial viability ratio's	Norms	Criteria	2012/2013	2013/2014
Outstanding service debtors to revenue	20%	The lower the actual the better the result	15.6%	15.8%
Cost coverage	1-3 months	Higher than 1-3 months is better	6.4	6.9
Debt coverage	45%	The lower the actual the better the result	27%	33%

(a) Comment on financial ratios

As indicated in the financial overview in Chapter 1.4 of this report, the Municipality is in a financially healthy position. Management proactively participates in programs to ensure a financially sustainable municipality.

5.3 SPENDING AGAINST CAPITAL BUDGET

5.3.1 INTRODUCTION

Capital expenditures relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and cash surpluses.

The municipality spent 85% of the approved budget on capital projects. The largest projects were the Wastewater Treatment Plant in Riebeek Wes and Kasteel (34.16% of the total capital expenditure), Roads Swartland: Resealing of Roads (8.10% of the total capital expenditure), Energy Efficiency and Demand Side Management Electricity Maintenance (5.85% of the total capital expenditure) and Sewerage Works Malmesbury (5.83% of the total capital expenditure).

5.3.2 CAPITAL EXPENDITURE

The table below indicates the capital expenditure against the total budget.

Description	Original Budget	Adjustment Budget	Actual
Capital Expenditure	R81 532 545	R113 474 708	R96 134 326

5.3.3 SOURCES OF FINANCE

(a) Capital Expenditure - Funding Sources

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
Capital Replacement Reserve Fund (CRRF)	R41 543 341	R52 354 167	R57 443 182	R55 068 992	4.93%	-4.31%
Grants and subsidies	R41 909 693	R24 578 378	R54 531 526	R39 565 334	37.88%	-37.83%
Public contributions and donations	R2 000 000	R1 500 000	R1 500 000	R1 500 000	0.00%	0.00%

(b) Comment on sources of funding

Capital sources of funding consist of Transfers recognised - capital which amounted to **41.18%**, Public contributions & donations was **1.56%** and Internally generated funds was **57.26%**.

5.3.4 CAPITAL SPENDING ON 5 LARGEST PROJECTS

(a) Capital Expenditure of 5 largest projects

Description	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
Electricity: Energy efficiency and demand side management	R4 000 000	R10 000 000	R10 000 000	60.00%	0.00%
Housing Phola Park/ Ilinge Lethu: UISP Electrical Services (CRRF)	R0	R4 000 000	R3 865 953	100.00%	-3.47%
Housing Phola Park/ Ilinge Lethu: UISP Streets & Stormwater (DHS)	R0	R8 151 200	R4 077 872	100.00%	-99.89%
Roads: Resealing/upgrading of roads and sidewalks (Swartland)	R6 550 000	R5 894 479	R5 870 175	-11.58%	-0.41%
Sewerage: WWTW - Riebeek Kasteel and Riebeek West	R40 953 508	R40 740 894	R40 799 397	-0.38%	0.14%

Description	Objective Of Project	Delays	Future Challenges	Anticipated Citizen Benefits
Electricity: Energy efficiency and	Replacement of existing inefficient	No	None	Lower operating costs, improved street

demand side management	streetlights to reduce energy consumption and operating costs			lighting & reduced emission of CO ₂ to mitigate climate change
Housing Phola Park/ Ilinge Lethu: UISP Electrical Services (CRRF)		No		
Housing Phola Park/ Ilinge Lethu: UISP Streets & Stormwater (DHS)		No		
Roads: Resealing/upgrading of roads and sidewalks (Swartland)	To maintain the condition of permanently surfaced streets at an acceptable standard	No	To secure sufficient funding for the resealing of roads	Acceptable surface condition of roads
Sewerage: WWTW - Riebeek Kasteel and Riebeek West	To comply with the legislative requirements for the discharge of treated waste water	No	To provide for the operational requirements of the new WWTW	Healthy environment and opportunities for development

(b) Comment on capital projects

The expenditure on the major projects listed above are according to budget and were all completed within the timeframes set.

5.3.5 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW

(a) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs

Service	Households Above Minimum Level	Percentage	Households Below Minimum Level	Percentage
Refuse Removal	22 327	76.15%	6 994	23.85%
Water Services	29 048	99.07%	273	0.93%
Sewerage Services	26 908	91.77%	2 413	8.23%
Electricity Distribution	28 672	97.79%	649	2.21%

(b) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs

Service	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
	R19 918 000	R19 918 000	R19 918 000	0.00%	0.00%

5.4 CASH FLOW MANAGEMENT AND INVESTMENTS

5.4.1 INTRODUCTION

The municipality classified a positive cash balance as critical to its operations and future viability and all planning exercises take the effect of decisions on the cash position of the municipality into consideration.

The municipality utilises a Capital Replacement Reserve Fund (CRRF), established in terms of the Asset Management Policy, to fund as much of the capital expenditure as possible. The CRRF is being funded by surplus cash which is mainly derived from a recovery from tariffs for depreciation charges.

In order to measure that the municipality has sufficient own cash resources, the municipality deducts any unspent grants as well as unspent loans from the available cash position, with the balance being own funds and which is allocated between the operating account and the CRRF.

5.4.2 CASH FLOW

(a) Cash Flow Outcomes

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Receipts	R487 952 480	R464 186 775	R486 325 293	R533 654 953	13.02%	8.87%
a Ratepayers and other	R366 559 299	R346 489 633	R333 691 784	R413 091 193	16.12%	19.22%
b Government - operating	R66 151 954	R53 426 906	R89 620 216	R64 627 599	17.33%	-38.67%
c Government - capital	R42 307 351	R53 105 400	R53 118 998	R39 565 334	-34.22%	-34.26%
d Interest	R12 933 876	R11 164 836	R9 894 295	R16 370 827	31.80%	39.56%
e Dividends	R0	R0	R0	R0	0.00%	0.00%
1b Payments	-R386 990 769	-R394 777 897	-R431 609 778	-R394 205 479	-0.15%	-9.49%
a Suppliers and employees	R369 908 715	R378 050 495	R414 882 376	R377 439 057	-0.16%	-9.92%
b Finance charges	R15 107 407	R14 643 982	R14 643 982	R14 767 582	0.84%	0.84%
c Transfers and Grants	R1 974 647	R2 083 420	R2 083 420	R1 998 840	-4.23%	-4.23%
2a Receipts	R555 285	R223 500	R223 500	R1 361 907	83.59%	83.59%
a Proceeds on disposal of PPE	R540 262	R200 000	R200 000	R1 341 042	85.09%	85.09%
b Decrease (Increase) in non-current debtors	R0	R0	R0	R0	0.00%	0.00%
c Decrease (increase) other non-current receivables	R15 023	R23 500	R23 500	R20 865	-12.63%	-12.63%
d Decrease (increase) in non-current investments	R0	R0	R0	R0	0.00%	0.00%

2b Payments	-R85 453 034	-R81 073 971	-R107 495 707	-R96 134 325	15.67%	-11.82%
a Capital assets	R85 453 034	R81 073 971	R107 495 707	R96 134 325	15.67%	-11.82%
3a Receipts	R1 066 930	R504 874	R477 794	R751 366	32.81%	36.41%
a Short term loans	R0	R0	R0	R0	0.00%	0.00%
b Borrowing long term/refinancing	R0	R0	R0	R0	0.00%	0.00%
c Increase (decrease) in consumer deposits	R1 066 930	R504 874	R477 794	R751 366	32.81%	36.41%
3b Payments	-R5 326 298	-R3 752 282	-R3 765 739	-R4 423 991	15.18%	14.88%
a Repayment of borrowing	R5 326 298	R3 752 282	R3 765 739	R4 423 991	15.18%	14.88%

(b) Comment on cash flow outcomes

The net cash position of the municipality, as indicated above, has improved from R222.9m to R245.5m. Unspent grants amounted to R5.7m.

The municipality ended on an operating surplus of **19.1m** for the financial year and the cash generated by operations amounts to R119.7m. Of this amount, **R68m** was contributed to depreciation charges for the utilisation of the municipal assets.

5.4.3 BORROWING AND INVESTMENTS

(a) Introduction

No borrowing of funds for 2014/2015 financial year, but it is foreseen that borrowing will be taken up in the 2015/2016 MTREF period.

The Municipality has current investments on hand and reviews these investments on a regular basis.

(b) Actual Borrowings

Instrument	Previous Year Amount	Amount
Financial Leases	R153 449	R1 843 976
Instalment Credit	R0	R0
Long-Term Loans (annuity/reducing balance)	R141 478 759	R137 477 367
Long-Term Loans (non-annuity)	R0	R0
Marketable Bonds	R0	R0

Annual Report for 2014/2015

Non-Marketable Bonds	R0	R0
TOTAL	R141 632 208	R139 321 343

(c) Municipal Investments

Investment Type	Previous Year Amount	Amount
Bankers Acceptance Certificates	R0	R0
Deposits - Bank	R0	R0
Deposits - Corporation for Public Deposits	R0	R0
Deposits - Public Investment Commissioners	R0	R0
Guaranteed Endowment Policies (sinking)	R0	R0
Listed Corporate Bonds	R0	R0
Municipal Bonds	R0	R0
Negotiable Certificates of Deposit - Banks	R0	R0
Other	R222 994 961	R245 530 366
Repurchase Agreements - Banks	R0	R0
Securities - National Government	R0	R0
TOTAL	R222 994 961	R245 530 366

5.4.4 PUBLIC PRIVATE PARTNERSHIPS

N/a

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

6.1 INTRODUCTION

The Constitution section 188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The responsibility of the Auditor-General is to perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement and to express an opinion based on the audit conducted in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing.

The Municipal System Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General. The reported performance against predetermined objectives is evaluated against the overall criteria of usefulness and reliability. The usefulness of information relates to whether the reported performance is consistent with the planned development priorities or objectives and if indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The annual financial statements of the municipality was submitted to the Auditor-General in accordance with the MFMA section 122(1)(2) on 31 August 2015 and received the final audit report from Auditor-General on 30 November 2015 in accordance with the MFMA section 126(3)(b).

6.2 AUDITOR-GENERAL OPINION (PREVIOUS YEAR)

6.2.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Audit Report Status:	Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no findings concerning material non-compliance with laws and regulations applicable to the municipality.	None

(b) Auditor-General Report on Service Delivery Performance

Audit Report Status:	Unqualified Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the annual performance report.	None

6.3 AUDITOR-GENERAL OPINION (CURRENT YEAR)

6.3.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Status of audit report:	Unqualified - Clean Audit Report *
Non-Compliance Issues	Remedial Action Taken
The municipality has complied with applicable legislation regarding financial matters, financial management and other related matters. No instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA were identified.	None
Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Current Year.	

(b) Auditor-General Report on Service Delivery Performance

Status of audit report**:	Unqualified - Clean Audit Report *
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the usefulness and reliability of the reported annual performance information	None
* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance	
** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.	

(c) Auditor-General Report on the financial statements

See Chapter 1 paragraph 1.2.6

(d) Comments on Auditor-General's opinion

Swartland Municipality once again received a clean audit from the Auditor-General for the past financial year 2014/2015. This is the fifth consecutive year that this recognition accrues to the municipality and indicates to the residents of Swartland that the municipality is well managed and committed to provide a quality service to the community. Clean administration entails effective team work amongst all departments within the municipality, the right attitude of its workforce and keeping people accountable for their area of

responsibility. Swartland Municipality is aware that its action plans towards continuous improvements of clean governance, setting high standards of service delivery and openness towards audits will eventually lead to and retaining clean administration and clean audits.

The foundations on which Swartland Municipality builds its success are as follows:

- Political stability
- Good leadership
- Apply Good Governance at all times
- All employees' buy-in to do the right things and to apply control
- Investigate and implement best practices
- Start with the end in mind

(e) Comments on MFMA section 71 responsibilities

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief financial officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)_____ Dated_____

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”. An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a

	type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES**APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE**

Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Van Zyl, M	FT	Executive Mayoral Committee/Portfolio Committee (Admin & Finance; Civil & Electrical Services; Development & Protection Services)	Ward 1	100	100
Papers, C H	PT	Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Ward 2	80	100
Abrahams, M Z	PT	Portfolio Committee (Admin & Finance; Civil & Electrical Services); MPAC	Ward 3	100	100
Stanley, B J	PT	Portfolio Committee (Civil & Electrical; Development & Protection Services)	Ward 4	80	100
Cleophas, J H	PT	Portfolio Committee (Admin & Finance; Civil and Electrical Services); MPAC	Ward 5	80	100
Rangasamy, M	FT	Portfolio Committee (Admin & Finance; Development & Protection Services)	Ward 6	82	100
Sedeman, A C	PT	Portfolio Committee (Admin & Finance, Development & Protection Services); MPAC	Ward 7	100	100
Rust, N J A	FT	Speaker/Portfolio Committee (Admin & Finance; Civil & Electrical Services)	Ward 8	100	100
Zatu, N S	PT	Portfolio Committee (Civil & Electrical Services)	Ward 9	93	100
Traut, L	PT	Portfolio Committee (Admin & Finance; Development & Protection Services), MPAC	Ward 10	100	100
Goliath, M S I	FT	Executive Mayoral Committee/Portfolio Committee (Admin & Finance; Civil & Electrical Services; Development & Protection Services)	Ward 11	97	100
Wilskut, W	FT	Executive Mayoral Committee/Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Ward 12	97	100
Van Essen, T	FT	Executive Mayor	Party Represented	100	100
Stemele, O M	PT	Portfolio Committee (Admin & Finances; Civil & Electrical); MPAC	Party Represented	73	100

Geel, B W	PT	Portfolio Committee (Admin & Finance; Development & Protection Services); MPAC	Party Represented	73	100
Van der Westhuizen, R F	FT	Executive Mayoral Committee/Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Party Represented	91	100
Cloete, C M	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	93	100
Philander, D B	PT	Portfolio Committee (Development & Protection Services)	Party Represented	93	100
Fortuin, C	PT	Portfolio Committee (Civil & Electrical Services)	Party Represented	86	100
Sneewe, A M	PT	Portfolio Committee (Development & Protection Services)	Party Represented	86	100
Humphreys, F S	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	73	100
Van der Merwe, J I	PT	Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Party Represented	73	100
Cox-Chetty, Y S	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	93	100

*Note: * Councillors appointed on a proportional basis do not have wards allocated to them*

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Municipal Committees	Purpose of Committee
Local Labour Forum / Training / Appointment com	To regulate HR matters
Swartland Law Enforcement and Traffic com	To regulate law enforcement and traffic matters
Landfill Audit com	To regulate landfill sites
Occupational Health com	To regulate occupational health
Disaster Management com	To regulate disaster management
Tourism Org	To regulate tourism matters
Assets and Fleet Management com	To regulate asset and fleet matters
Development Services com	To regulate development services matters
Budget Steering com	To perform an oversight function
Municipal Public Accounts Committee (MPAC)	To perform an oversight function
Rules Committee	To oversee the conduct of councillors
Liquor forum	To advise on the awarding of liquor licenses
Swartland Social Development forum	To regulate social development
Appeal com	To regulate matters iro of Section 62 appeals

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Directorate	Director/Manager (State title and name)
Corporate Services	Manager: Human Resources, Ms S de Jongh
Corporate Services	Manager: Secretariat & Records, Ms N Brand
Corporate Services	Manager: Properties & Contracts, Mr I Adams
Corporate Services	Manager: Public Relations, Ms IH Loock
Financial Services	Manager: Financial Statements & Control, Mr CF Gerber
Protection Services	Head: Fire & Emergency Services, Mr J Smith
Protection Services	Head: Traffic and Law Enforcement Services, Mr R Steyn
Electrical Engineering Services	Senior Manager: Information, Communication & Technology, Mr WJ Pienaar
Electrical Engineering Services	Manager: Technical Services, Mr MJ Swanepoel
Electrical Engineering Services	Manager: Maintenance & Construction, Mr TF Rossouw
Development Services	Manager: Planning, Building Control & Valuations, Mr AM Zaayman
Development Services	Head: Community Development, Ms M Holtzhausen
Development Services	Manager: Housing, Mr SC Arendse
Development Services	Head: Occupational Health & Safety, Mr WSJ Marais
Civil Engineering Services	Manager: Buildings & Structures, Mr NC Quickfall
Civil Engineering Services	Manager: Cleansing Services, Mr FH Bruwer
Civil Engineering Services	Senior Manager: Technical Services, Mr LD Zikmann

APPENDIX D – FUNCTIONS OF MUNICIPALITY

MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes (partially)
Local tourism	Yes
Municipal airports	No

Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	No
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

APPENDIX E – Functionality of Ward Committees

Ward Number	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Van Zyl, M (cllr)	Yes	7/10	8 ward feedback meetings/ward 2 bi-annual reports to Speaker/ward	1
	Smit, C / Louw, F / Rautenbach, S / Maarman, A / Koch, C / Rautenbach P, Van Noord, P / Faasen E, / Visagie, A / 1 vacancy				
2	Papers, C (cllr)	Yes	10/10		1
	Van Wyk, A / Sacharias, W / Davids, K / Cupido, N / Van Boven, A / Thomas, E / Manas, R / Riddles, T / Riddles, M S / Alexander, G				
3	Abrahams, Z (cllr)	Yes	10/10		1
	Wilschut, A / Friedlander, B / Esua, D / Appollis, J / Kasner, G / Arendse, E / Adams, E / Smit, N / Petersen, A / 1 vacancy				
4	Stanley, B (cllr)	Yes	9/10		1
	Willemse, A / Cupido, J / Bruiners, K / Adams, F / Martins, M / Rezant, H / Willemse, A / 3 vacancies				
5	Cleophas, J (cllr)	Yes	9/10		1
	Brittain, E / Thomas, W / Bray, W / Van Dijk, L / Van Deventer Badenhorst, W / Hoop, J J / Wheatley, R / Van Reenen, M / 1 vacancy				
6	Rangasamy, M (cllr)	Yes	7/10		1
	Opperman, A / Rosant, I / Williams, K / Mbhele, A / Bezuidenhout, R / Van Wyk D / 4 vacancies				
7	Sedeman, A (cllr)	Yes	10/10		1
	McQuire, V / Onverwacht, P / Daniëls, E / Griffiths I / Muller, L / Fry, R / Lewis, C / Williams, A / Mentoer, L / Peters, B				
8	Rust, N (ald)	Yes	10/10		1
	Davids, D / Liedeman, S / Keulder, H / Gerber, P / Welkom, L / Terblanche, S / Strauss, A / Davids, E / Titus, G D / 1 vacancy				
9	Zatu, N (cllr)	Yes	9/10		1
	Maqoko, P / Sekhamane, M / Penxa, B / Noyi, A / Ngozi, M / Mhlawuli, N / 4 vacancies				
10	Traut, L (cllr)	Yes	10/10		1
	Daniels, C / Leander, A / De Villiers, J M / Adams, J / Petersen, T				

	/ Brand, H / Heyns, C / Arendse, P / Coetzee, H / Goliath, L R			
11	Goliath, M (ald)	Yes	10/10	1
	Syster, E / Janse, M / Pieters, A / le Roux, J / Boks, E / Lategan, J / Van der Ventel, E / La-Meyer, N / Titus, J / 1 vacancy			
12	Wilskut, W (cllr)	Yes	9/10	1
	Wilskut, A / Brand, C / Smuts, W / Albertus, S / Koopman, A / De Bruin, J / Alberts, F / Vlok, J / Visser, L / De Bruin, C			

APPENDIX F – LARGEST CAPITAL PROJECTS PER WARD

WARD NUMBER	PROJECT NAME AND DETAILS	TOTAL VALUE
WARDS 3 & 12		
pj-10-0157	Sewerage: Upgrading of WWTW - Riebeek Kasteel and Riebeek West	40 740 894
pj-13-0041	Water reservoir – Riebeek Kasteel (0.5 ML)	100 000
		40 840 894
WARD 4		
pj-14-0046	Housing Chatsworth UISP: Sewerage Services	1 000 000
pj-14-0049	Housing: Chatsworth UISP: Streets and Storm water	3 250 000
		4 250 000
WARDS 5 & 6		
pj-14-0035	Harbor: Resealing of Harbor Platform (Yzerfontein)	1 510 521
pj-14-0036	Roads: Yzerfontein: Streets, Parking Area & Pavements (Buitekant Street / HP215)	331 250
		1 841 771
WARD 7		
pj-13-0037	Housing Abbotsdale: Internal Services (Streets and Storm water)	895 952
pj-13-0107	Housing Abbotsdale: Wall along the N7	828 550
		1 724 502
WARDS 8, 9, 10 & 11		
pj-14-0033	Roads: Planning of Barocca Street and construction of Hill Street and Astro hockey field	2 129 568
pj-14-0045	Housing Phola Park/ Ilinge Lethu: UISP Streets & Storm water	8 151 200
pj-13-0035	Storm water: Replace part of channel under Voortrekker Street	500 000
pj-14-0012	Pedestrian Pathways: Swawel Street Malmesbury	239 541

		11 020 309
ALL WARDS: THREE LARGEST PROJECTS PER BASIC SERVICE AND OTHER		
Refuse removal and cleansing		
pj-09-0027	Refuse bins, traps, skips	24 684
pj-11-0074	Vehicles Refuse: Replace CK19234 (Truck)	349 386
pj-14-0020	Vehicles Refuse: Replace CK41806 (Nissan truck UD330)	1 220 110
		1 594 180
Sewerage		
pj-09-0227	Vehicles Sewerage: Replace CK23408 (Truck)	1 110 877
pj-13-0004	Vehicles Sewerage: Replace CK38709 (Trailer)	139 540
pj-14-0053	Vehicles Sewerage: New Nissan Bakkie	191 614
		1 442 031
Electricity		
pj-11-0033	Vehicles Electricity: Replace CK24555 (Isuzu truck)	703 948
pj-09-0044	Electricity networks: New infrastructure	4 000 000
pj-13-0099	Electricity: Energy efficiency and demand side management	10 000 000
		14 703 948
Water		
pj-11-0079	Vehicles Water: Replace CK38172 (Truck)	484 780
pj-12-0013	Water: Upgrading/ Replacement water reticulation network	1 800 832
pj-13-0048	Water: Lowbed trailer for machinery	415 000
		2 700 612
Structures for community participation		
pj-13-0096	Ward Committees	800 000

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Date of Committee	Committee recommendations during 2014/2015	Recommendations adopted (enter Yes) If not adopted (provide explanation)
The Combined Financial, Risk and Performance Audit Committee met on the following dates: - 21 August 2014 - 04 December 2014 - 24 February 2015 - 26 May 2015	Risk Management	
	A serious discussion needs to take place at government level between SALGA, Provincial Government and National Government on the budget circulars 74 and 75 as the financial impact thereof will negatively affect the municipality (tariff increases more than 6%).	Yes. Regular discussions are held prior to the implementation of increased tariffs. However, this will be added as an item on the agenda at the relevant forum meetings.
	Internal Control	
	The municipality should have discussions with the Department of Justice to make more court dates available for traffic offences to eliminate the fruitless expenditure regarding the non-collection of fines that have been issued.	Yes. The Director, Protection Services had discussions with the Department of Justice regarding the availability of the court for traffic offences and the possibility of an own municipal court. Interaction will continue to improve the recovery of outstanding fines.
	Predetermined Objectives	
	Management continue to address the deficiencies in the performance information process as highlighted by Internal Audit and the Auditor General as a lack of management action in this area may impact the Auditor General's report on the municipality's pre-determined objectives in future financial years.	Yes. Special attention is given to the implementation of audit findings as control lists are compiled of all findings not yet implemented which are reported to the Municipal Manager on a monthly basis and to the Audit committee quarterly.
	Management implement the necessary controls in the Performance Management System to ensure the accuracy of the documentary evidence which supports the municipality's performance results and that the necessary supervisory controls are exercised to verify the integrity of performance information reported to Council.	Yes. A mandatory field will be implemented to ensure evidence is attached to the performance management system and the accuracy thereof will be verified by Management prior to the allocation of a score.

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

(a) Long Term Contracts (20 Largest Contracts) Entered into

Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Aurecon	Consulting Engineering services	Aug 2010	July 2013	Louis Zikman	R6 000 000
Westland Joint Venture	Civil Engineering Services	Aug 2010	July 2013	Louis Zikman	R32 619 032.99
Smart Save	Health and Safety Agent	Aug 2010	July 2013	Louis Zikman	R1 500 000
Ikewe JV	Electrical Supply and Installation	Aug 2010	July 2013	Roelof du Toit	R54 575 285.60
	TOTAL				R94 694 318.59
Asla	Civil Engineering Services	Feb 2015	July 2016	Sylvester Arendse	R31 000 000-00
Smart Save	Health and Safety Agent	July 2014	June 2017	Kobus Marias	As per construction project
	TOTAL				

(b) Public Private Partnerships Entered into: None

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

N/a

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

N/a

APPENDIX K - REVENUE COLLECTION PERFORMANCE

(a) By Vote

Vote Description	2013/2014	2014/2015			2014/2015 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Executive and council	R 3 719 132	R 4 083 757	R 4 083 757	R 4 716 344	13%	13%
Finance and Administration	R 172 324 639	R 135 407 074	R 185 958 614	R 173 437 916	22%	-7%
Community and social services	R 5 877 045	R 6 692 943	R 6 696 943	R 6 823 011	2%	2%
Sport and recreation	R 1 488 727	R 1 208 757	R 1 208 757	R 1 345 849	10%	10%
Public safety	R 24 000 688	R 4 456 218	R 25 556 216	R 27 773 848	84%	8%
Housing	R 225 663	R 276 102	R 276 102	R 306 519	10%	10%
Planning and development	R 1 937 288	R 1 897 800	R 2 037 800	R 3 485 281	46%	42%
Road transport	R 4 508 517	R 4 142 210	R 4 142 210	R 5 987 691	31%	31%
Electricity	R 184 024 825	R 200 519 383	R 200 519 383	R 202 300 509	1%	1%
Water	R 37 798 146	R 41 270 157	R 41 270 157	R 45 653 580	10%	10%
Waste water management	R 36 114 564	R 36 689 652	R 36 689 652	R 37 442 198	2%	2%
Waste management	R 27 341 583	R 28 658 079	R 28 658 079	R 26 075 105	-10%	-10%
Total Revenue by Vote	R 499 360 817	R 465 302 132	R 537 097 670	R 535 347 851		
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3</i>						

(b) By Source

Description	2013/2014	2014/2015			2014/2015 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	R 70 548 392	R 75 593 561	R 73 866 076	R 73 331 741	-3%	-1%
Property rates - penalties & collection charges	R 0	R 0	R 0	R 0		
Service Charges - electricity revenue	R173 571 553	R 189 046 262	R 188 269 484	R 191 016 804	1%	1%
Service Charges - water revenue	R32 269 066	R 34 803 101	R 33 787 854	R 38 514 823	10%	12%
Service Charges - sanitation revenue	R25 367 844	R 26 836 783	R 21 176 503	R 24 089 849	-11%	12%
Service Charges - refuse revenue	R19 490 157	R 20 209 924	R 16 591 865	R 18 045 669	-12%	8%
Service Charges - other	R0	R0	R0	R0		
Rentals of facilities and equipment	R 3 235 263	R 3 251 636	R3 251 636	R 3 429 839	5%	5%
Interest earned - external investments	R 12 933 876	R 9 894 295	R 9 894 295	R 16 370 827	40%	40%
Interest earned - outstanding debtors	R 1 585 879	R 1 339 763	R 1 339 763	R 1 692 898	21%	21%
Dividends received	R 0	R 0	R 0	R 0		
Fines	R 23 724 790	R 4 040 515	R 25 140 515	R 27 316 029	85%	8%
Licences and permits	R 3 488 091	R 3 157 256	R 3 157 256	R 3 673 496	14%	14%
Agency services	R 2 725 004	R 2 665 832	R2 665 832	R 3 104 549	14%	14%
Transfers recognised - operational	R 66 151 954	R53 426 906	R 89 927 146	R 64 627 599	17%	-39%
Grants and Subsidies Received: Capital	R 41 255 861	R 27 666 400	R 54 519 548	R 39 565 334	30%	-23%
Public contributions and Donations	R 2 000 000	R 1 500 000	R 1 500 000	R 1 512 000	1%	1%
Other Contributions and Donations	R 938 590	R 0	R 0	R 41 562	100.00%	100.00%
Donated Property, Plant and -Equipment	R 112 900	R 0	R 0	R 0	0%	0%
Other revenue	R 19 421 335	R 11 669 896	R 11 809 897	R 27 673 790	59%	59%
Gains on disposal of PPE	R 540 262	R200 000	R200 000	R 1 341 042	85%	85%
Total Revenue (excluding capital transfers and contributions)	R 499 360 817	R 465 302 130	R 537 097 670	R 535 347 851		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						T K.2

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustment Budget
Neighbourhood Development Partnership Grant					
Public Transport Infrastructure and Systems Grant					
Other Specify:					
Energy Efficiency and Demand Side Manangement Grant	4 000 000	10 000 000	10 000 000	60%	0.0%
Expanded Public Works Programme Grant	1 213 000	1 213 000	1 213 000	0.0%	0.0%
Local Government Financial Management Grant	1 450 000	1 450 000	1 351 295	-7.3%	-7.3%
Municipal Systems Improvement Grant	934 000	934 000	934 000	0.0%	0.0%
Lotto	-	-	41 562	100.0%	100.0%
Public Contributions	1 500 000	1 500 000	1 512 000	0.79%	0.79%
Sondeza	-	-	99 000	100.0%	100.0%
ACIP	-	-	403 572	100.0%	100.0%
Cleanest Town	-	-	19 676	100.0%	-31.9%
Community Development Workers Operational Support Grant	-	58 800	58 800	100.0%	0%
Development of Sport and Recreation Facilities Grant	150 000	150 000	150 000	0.0%	0.0%
Disaster Fund	140 306	556 269	507 936	72.37%	-9.51%
Housing Consumer Educational Grant	-	-	19 285	100.0%	100%
Human Settlements Development Grant	3 100 000	59 404 550	18 931 810	83.62%	-213.78%
Library Service Grant	5 817 000	5 817 000	5 817 000	0.0%	0.0%
Maintenance of proclaimed roads	1 059 800	1 059 800	1 059 800	0.0%	0.0%
Thusong Service Centers Grant (Sustainability: Operation Support)	218 000	222 000	222 000	1.80%	0%
WC Financial Management Support Grant - Annual Report	-	181 114	181 114	100.0%	0.0%
WC Financial Management Support Grant – Long Term Financial Plan	-	350 000	250 000	100.0%	40%
Total	87 426 827	98 190 001	92 951 405	%	%

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES**(a) Capital Expenditure - New assets programme**

Description	2013/2014	2014/2015			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure on new assets by Asset Class/Sub-class	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Infrastructure	20 156	6 346	33 098	33 098	31 179	23 409	29 040
Infrastructure - Road transport	9 138	1 996	16 788	16 788	17 649	3 656	3 288
<i>Roads, Pavements & Bridges</i>	473	1 100	1 267	1 267	7 449	3 656	3 288
<i>Storm water</i>	8 665	896	15 521	15 521	10 200	–	–
Infrastructure - Electricity	5 000	4 250	8 250	8 250	4 700	–	–
<i>Generation</i>	5 000	4 250	8 250	8 250	4 700	–	–
<i>Transmission & Reticulation</i>	–	–	–	–	–	–	–
<i>Street Lighting</i>	3 659	100	3 561	3 561	5 280	19 752	23 500
Infrastructure - Water	2 551	100	186	186	5 280	–	–
<i>Dams & Reservoirs</i>	–	–	–	–	–	–	–
<i>Water purification</i>	1 109	–	3 375	3 375	–	19 752	23 500
<i>Reticulation Water</i>	2 359	–	4 500	4 500	3 550	–	2 252
Infrastructure - Sanitation	2 359	–	4 500	4 500	3 550	–	2 252
<i>Reticulation Sewerage</i>	–	–	–	–	–	–	–
<i>Sewerage purification</i>	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–
<i>Waste Management</i>	–	–	–	–	–	–	–
<i>Transportation</i>	–	–	–	–	–	–	–
<i>Gas</i>	–	–	–	–	–	–	–
<i>Other</i>	–	–	–	–	–	–	–
Community	–	3 100	100	100	11 823	21 055	14 941
Parks & gardens	–	–	–	–	1 500	2 570	3 995
Sportsfields & stadia	–	–	100	100	3 317	7 785	3 246
Swimming pools	–	–	–	–	–	–	–
Community halls	–	–	–	–	–	–	–

Libraries	–	–	–	–	2 355	3 000	–
Recreational facilities	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–
Cemeteries	–	–	–	–	–	–	–
Social rental housing	–	–	–	–	–	–	–
Other	–	3 100	–	–	4 650	7 700	7 700
Heritage assets	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–
Housing development	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Other assets	9 201	6 363	8 754	8 754	10 690	3 092	5 820
General vehicles	87	–	–	–	–	–	–
Specialised vehicles	2 935	–	–	–	–	–	–
Plant & equipment	–	400	415	415	–	–	–
Computers - hardware/equipment	1 146	2 310	3 097	3 097	600	700	1 650
Furniture and other office equipment	1 295	1 463	1 413	1 413	790	817	845
Abattoirs	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–
Civic Land and Buildings	–	–	–	–	–	–	–
Other Buildings	272	–	700	700	–	–	–
Other Land	–	1 250	1 250	1 250	8 500	–	–
Surplus Assets - (Investment or Inventory)	–	–	–	–	–	–	–
Other	3 467	940	1 880	1 880	800	1 575	3 325
Agricultural assets	–	–	–	–	–	–	–
<i>List sub-class</i>	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–
<i>List sub-class</i>	–	–	–	–	–	–	–

Intangibles	–	–	–	–	–	–	–
Computers - software & programming	–	–	–	–	–	–	–
Other (list sub-class)	–	–	–	–	–	–	–
Total Capital Expenditure on new assets	29 356	15 808	41 952	41 952	53 691	47 556	49 801
		–	–	–			
Specialised vehicles	2 935	–	–	–	–	650	750
Refuse	2 935	–	–	–	–	650	750
Fire	–	–	–	–	–	–	–
Conservancy	–	–	–	–	–	–	–
Ambulances	–	–	–	–	–	–	–

(b) Capital Expenditure - Upgrade/renewal programme

Description	2013/2014	2014/2015			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Infrastructure	50 260	58 019	58 077	58 077	37 602	44 345	41 612
Infrastructure - Road transport	8 325	9 877	10 040	10 040	24 910	23 394	29 982
<i>Roads, Pavements & Bridges</i>	7 675	9 377	9 540	9 540	24 610	22 994	26 942
<i>Storm water</i>	650	500	500	500	300	400	3 040
Infrastructure - Electricity	5 186	4 450	4 345	4 345	6 200	7 000	7 800
<i>Generation</i>	–	–	–	–	–	–	–
<i>Transmission & Reticulation</i>	5 186	4 450	4 345	4 345	6 200	7 000	7 800
<i>Street Lighting</i>	–	–	–	–	–	–	–
Infrastructure - Water	2 613	2 738	2 738	2 738	2 832	11 451	3 765
<i>Dams & Reservoirs</i>	649	540	540	540	270	6 874	–
<i>Water purification</i>	–	–	–	–	–	–	–
<i>Reticulation Water</i>	1 964	2 198	2 198	2 198	2 562	4 577	3 765
Infrastructure - Sanitation	34 137	40 954	40 954	40 954	3 660	2 500	65
<i>Reticulation Sewerage</i>	34 137	40 954	40 954	40 954	3 660	2 500	65
<i>Sewerage purification</i>	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–

Waste Management	—	—	—	—	—	—	—
Transportation	—	—	—	—	—	—	—
Gas	—	—	—	—	—	—	—
Other	—	—	—	—	—	—	—
Community	989	944	799	799	—	80	80
Parks & gardens	—	—	—	—	—	80	80
Sportsfields & stadia	989	600	600	600	—	—	—
Swimming pools	—	—	—	—	—	—	—
Community halls	—	—	—	—	—	—	—
Libraries	—	—	—	—	—	—	—
Recreational facilities	—	—	—	—	—	—	—
Fire, safety & emergency	—	—	—	—	—	—	—
Security and policing	—	—	—	—	—	—	—
Buses	—	—	—	—	—	—	—
Clinics	—	—	—	—	—	—	—
Museums & Art Galleries	—	—	—	—	—	—	—
Cemeteries	—	344	199	199	—	—	—
Social rental housing	—	—	—	—	—	—	—
Other	—	—	—	—	—	—	—
Heritage assets	—	—	—	—	—	—	—
Buildings	—	—	—	—	—	—	—
Other	—	—	—	—	—	—	—
Investment properties	—	—	—	—	—	—	—
Housing development	—	—	—	—	—	—	—
Other	—	—	—	—	—	—	—
Other assets	4 848	6 303	6 668	6 668	1 592	1 470	140
General vehicles	3 531	5 253	5 618	5 618	560	—	—
Specialised vehicles	—	—	—	—	—	—	—
Plant & equipment	40	—	—	—	—	—	—
Computers - hardware/equipment	764	—	65	65	30	500	—
Furniture and other office equipment	52	—	—	—	—	—	—
Abattoirs	—	—	—	—	—	—	—
Markets	—	—	—	—	—	—	—

Civic Land and Buildings	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-
Other	461	1 050	985	985	1 002	970	140
<u>Agricultural assets</u>	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-
<u>Biological assets</u>	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-
<u>Intangibles</u>	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing assets	56 097	65 266	65 544	65 544	39 194	45 895	41 832
<u>Specialised vehicles</u>	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-

APPENDIX N – CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

Capital Project	Ward	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water		R 3 339 292	R 3 450 017	R 3 364 529	-2.47%	0.75%
Replace Lining: Reticulation Dams	All wards	400 000	400 000	376 016	-6.37%	-6.37%
Water: CK38172 Truck Replace	All wards	460 000	484 780	484 780	0%	5.11%
Water Reservoir Riebeeck Kasteel 0,5MI	Ward 12	100 000	100 000	100 000	0%	0%
Water: Secondary Chlorination	All wards	260 000	264 000	263 205	-0.30%	1.21%
Water: Replacement water reticulation network	All wards	1 798 492	1 798 492	1 798 492	0%	0%
Water: Replacement water reticulation network	All wards	R0	2 340	2 340	0%	100%
Wesbank Water Tower: Refurbish Pumpstation	Ward 10	180 000	177 660	152 859	-16.22%	-17.75%
Darling: New Reservoir (Planning)	Ward 5 Ward 6	100 000	100 000	64 094	-56.02%	-56.02%
Equipment : Water	All wards	40 800	37 067	37 067	0%	-10.07%
Installation of Water Pump: Kalbaskraal	Ward 7	R0	85 678	85 678	0%	100%
Sanitation/Sewerage		R 42 592 808	R 42 259 725	R 42 315 785	0.13%	-0.65%
Vehicles Sewerage: CK 23408 Truck Replace	All wards	1 312 500	1 110 877	1 110 877	0%	-18.14%
Vehicles Sewerage: CK 38709 Replace Trailer	All wards	250 000	139 540	139 540	0%	-79.16%
Vehicles Sewerage: New Nissan NP 300 (RWWTW)	All wards	R0	191 614	191 614	0%	100%
Upgrading of WWTW R/Wes and R/Kasteel	Ward 3 Ward 12	18 119 508	18 119 508	18 119 508	0%	0%
Upgrading of WWTW R/Wes and R/Kasteel	Ward 3 Ward 12	21 334 000	21 121 386	21 179 889	0.27%	-0.72%
Upgrading of WWTW R/Wes and R/Kasteel	Ward 3 Ward 12	1 500 000	1 500 000	1 500 000	0%	0%
Equipment: Sewerage Telemetry	All wards	47 190	47 190	45 357	-4.04%	-4.04%
Equipment: Sewerage	All wards	29 610	29 610	29 000	-2.10%	-2.10%
Electricity		R 10 180 000	R 15 880 792	R 15 845 522	-0.22%	35.75%
Elect: CK23734 Compressor Replace	All wards	280 000	250 344	250 344	0%	-11.84%
Elect: CK24555 Truck & Personnel Platform Replace	All wards	850 000	703 948	703 947	0%	-20.74%

Annual Report for 2014/2015

Renewal of old/aging electrical networks/new networks	All wards	4 000 000	4 000 000	3 991 123	-0.22%	-0.22%
Elect Replacement: Old Mobile Generator (MRB)	All wards	450 000	344 500	341 936	-0.74%	-31.60%
Abbotsdale Housing Project: 541 erven streetlighting	Ward 7	250 000	250 000	235 750	-6.04%	-6.04%
Energy Efficiency and Demand Side Management	All wards	4 000 000	10 000 000	10 000 000	0%	60%
Equipment: Electric	All wards	350 000	332 000	322 421	-2.97%	-8.55%
Housing		R17 470 000	R23 044 361	R16 902 843	-36%	-3%
Abbotsdale: Streets and Stormwater-internal	Ward 7	895 952	895 952	895 952	0%	0%
Phola Park/ Ilinge Lethu Fencing	Ward 9	-	500 000	-	0%	0%
Phola Park/ Ilinge Lethu UISP Sewerage Services	Ward 9	-	3 502 000	2 602 543	-34.56%	100%
Phola Park/ Ilinge Lethu UISP Water Services	Ward 9	-	2 625 000	1 007 113	-160.64%	100%
Phola Park/ Ilinge Lethu UISP Streets & Stormwater	Ward 9	-	8 151 200	4 077 872	-99.88%	100%
Phola Park/ Ilinge Lethu: Professional Fees	Ward 9	-	3 221 800	1 278 251	-152.04%	100%
Chatsworth UISP: Sewerage Services	Ward 4	-	1 000 000	-	0%	0%
Chatsworth UISP: Streets and Stormwater	Ward 4	-	3 250 000	-	0%	0%
Chatsworth UISP: Water Services	Ward 4	-	750 000	-	0%	0%
Abbotsdale: Wall along N7	Ward 7	-	828 550	-	0%	0%
Abbotsdale: Professional Fees	Ward 7	-	111 000	3 080	-3503.89%	100%
Phola Park/ Ilinge Lethu UISP Electrical Services	Ward 9	-	4 000 000	3 865 953	-3.46%	100%
Refuse removal		R 1 855 584	R 2 024 487	R 2 023 704	-0.03%	8.30%
Refuse: CK49955 Truck Replace (was CK19234)	All wards	400 000	349 386	349 386	0%	-14.48%
Refuse: CK41806 Truck Replace	All wards	1 000 000	1 220 110	1 220 110	0%	18.04%
Lowbed trailer for machinery	All wards	400 000	415 000	415 000	0%	3.61%
Equipment: Refuse bins, traps, skips (Swartland)	All wards	24 684	24 684	24 394	-1.18%	-1.18%
Equipment: Refuse Removal	All wards	30 900	15 307	14 815	-3.32%	-108.57%
Streets and Stormwater		R 10 557 000	R 10 978 489	R 10 813 014	-1.53%	2.36%
Vehicles Roads:CK 34201 Replace Trailer with Roller	All wards	80 000	44 700	44 700	0%	-78.97%
Roads Swartland: Resealing of Roads	All wards	6 550 000	5 894 479	5 870 175	-0.41%	-11.58%
Construction: Hill Street and Planning: Barocca Street	Ward 8 Ward 10	2 000 000	2 129 568	1 989 335	-7.04%	-0.53%

Resealing of Harbour Platform: Yzerfontein	Ward 5	827 000	1 510 521	1 509 823	-0.04%	45.22%
Building of Streets: Planning (Phase 1)	All wards	700 000	601 530	601 528	-3.32%	-16.37%
New Pedestrian Pathways: Swawelstraat, MBY (RSEP)	Ward 11	400 000	239 541	239 397	-0.06%	-67.08%
Upgrading: Buitekant Str/Main Rd 215 intersection, YZF (Planning)	Ward 5	-	331 250	331 156	-0.02%	100%
CK47091 (New Bakkie with Canopy) K Bretzke	All wards	-	226 900	226 900	0%	100%
Replace part of canal under Voortrekker Street	Ward 10	500 000	500 000	500 000	0%	0%
Equipment: Streets and Stormwater	All wards	78 000	74 213	74 213	0%	-5.10%
Sports, Arts & Culture		R 600 000	R 821 000	R 792 936	-3.53%	24.33%
Sport Projects: Planning (15% of MIG)	All wards	-	200 000	198 203	-0.90%	100%
Upgrading of Tennis Courts (MBY 5, MRB 4) (RSEP)	Various Wards	450 000	450 000	423 733	-6.19%	-6.19%
Upgrading of Tennis Courts (Swartland)	Various Wards	150 000	171 000	171 000	0%	12.28%
Environment (Parks and Amenities)		R 632 000	R 881 031	R 873 797	-0.82%	27.67%
Parks: CK39935 Replace Trailer	All wards	60 000	85 600	85 600	0%	29.90%
Parks: CK5027 Replace Trailer	All wards	60 000	79 400	79 400	0%	24.43%
Darling Cemetery Fencing	All wards	344 000	198 645	192 735	-3.06%	-78.48%
Equipment: Parks (RSEP -R100 000)	All wards	168 000	168 000	166 676	-0.79%	-0.79%
Parks: CK13956 Truck Replace	Various Wards	-	349 386	349 386	0%	100%
Safety and Security		R 728 000	R 773 141	R 742 900	-4.07%	2%
Traffic: CK30760 Bakkie Replace	All wards	250 000	397 545	397 545	0%	37.11%
Traffic: CK40686 Bakkie Replace	All wards	250 000	175 596	175 596	0%	-42.37%
Equipment: Protection	All wards	180 000	160 000	131 234	-21.91%	-37.15%
Equipment: Fire Fighting	All wards	48 000	40 000	38 526	-3.82%	-24.59%
ICT		R 2 051 500	R 2 191 756	R 2 194 312	0.11%	6.5%
Wireless and Fiber Network	All wards	150 000	51 000	50 204	-1.58%	-198.78%
MS Software	All wards	650 000	845 000	861 683	1.93%	24.56%
Xen	All wards	40 000	-	-	0%	100%
Terminal Replacements	All wards	80 000	76 900	76 068	-1.09%	-5.16%

Annual Report for 2014/2015

Monitor Replacements	All wards	45 000	47 100	47 078	-0.04%	4.41%
Scanner Replacements	All wards	20 000	5 000	4 666	-7.15%	-328.63%
General Capital	All wards	65 000	129 407	128 123	-1%	49.26%
Storage Area Network (SAN)	All wards	500 000	500 000	497 336	-0.53%	-0.53%
FireWall	All wards	100 000	95 593	95 593	0%	-4.61%
Printers	All wards	56 000	52 070	52 070	0%	-7.54%
DeskTops	All wards	175 500	186 421	183 492	-1.59%	4.35%
Notebooks	All wards	130 000	130 000	124 983	-4.01%	-4.01%
Telephone Licenses & Devices	All wards	40 000	-	-	0%	100%
Equipment: 6 Vendor points (EQ/Share)	All wards	-	73 265	73 016	-0.34%	100%
Other		R7 063 834	R4 825 555	R2 862 848	-68.55%	-146.74%
Equipment : Civil	All wards	114 459	123 572	101 440	-21.81%	-12.83%
Fencing: ACVV Abbotsdale	Ward 7	-	200 000	163 400	-22.39%	100%
Equipment: Council	All wards	14 274	15 284	15 229	-0.36%	6.27%
Ward Committees	All wards	800 000	800 000	712 684	-12.25%	-12.25%
Equipment: MM	All wards	20 010	20 010	20 010	0%	0%
Equipment: Financial	All wards	30 416	30 416	30 336	-0.26%	-0.26%
Water Demand Management Systems: Meters	All wards	1 000 000	1 700 000	686 277	-147.71%	-45.71%
ECD Facilities: Wesbank (RSEP)	Ward 11	3 100 000	-	-	0%	100%
Equipment: Development Services	All wards	168 025	114 025	111 541	-2.22%	-50.63%
Purchase of Land: From Transnet (erf 1534, Mby)	Ward 8	1 250 000	811 404	-	100%	100%
Expropriation of Land (De Hoop)	Ward 4	-	438 596	438 596	0%	100%
New Toilet and Fencing: Chatsworth Library	Ward 4	140 000	140 000	139 903	-0.06%	-0.06%
Equipment: Libraries (MRF)	All wards	50 000	50 000	66 620	24.94%	24.94%
Equipment: Libraries (CRRF)	All wards	-	11 978	11 978	0%	100%
Book recovery system	Various wards	308 400	321 998	321 952	-0.01%	4.20%
Equipment: Corporate	All wards	26 250	17 861	18 106	1.35%	-44.97%
Equipment Corporate: Buildings & Swartland Halls	All wards	42 000	30 411	24 776	-22.74%	-69.51%
		R 81 073 971	R 113 495 708	R 96 134 325		

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY - CURRENT YEAR

All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of business	Conditions attached to funding	Value	Total Amount committed for 2014/2015
SPCA	Domestic Animal Management	Yes	R168 540	R168 540
National Sea Rescue Institute	Safety	Yes	R30 000	R30 000
Yzerfontein Conservancy	Conservation	Yes	R50 000	R50 000
Malmesbury	Museums	Yes	R45 320	R45 320
Darling	Museums	Yes	R45 320	R45 320
Oude Kerk	Museums	Yes	R45 320	R45 320
Wheat Industry	Museums	Yes	R45 320	R45 320
Swartland and Coastal Area	Tourism	Yes	R633 600	R633 600
Darling Focus	Social Upliftment	Yes	R0	R0
Huis van Heerde	Social Upliftment	Yes	R25 000	R25 000
Elkana Childcare	Social Upliftment	Yes	R45 000	R45 000
Multi Purpose Centre: Illinge Lethu	Social Upliftment	Yes	R40 356	R40 356
Multi Purpose Centre: Kalbaskraal	Social Upliftment	Yes	R23 661	R23 661
Multi Purpose Centre: Moorreesburg	Social Upliftment	Yes	R40 000	R40 000
Night Shelter	Social Upliftment	Yes	R25 000	R25 000
Old Age Homes	Social Upliftment	Yes	R676 393	R676 393
Jo Dolphin	Social Upliftment	Yes	R40 000	R40 000
Ons Kan Training Centre	Social Upliftment	Yes	R20 000	R20 000
TOTAL			R1 998 830	R1 998 830

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

None

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

N/a

APPENDIX U – 2014/2015 AUDITED ANNUAL FINANCIAL STATEMENTS (UNDER SEPARATE COVER)